

Cabinet

**Grand Jury Room, Town Hall
13 July 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.

Information for Members of the Public

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COLCHESTER BOROUGH COUNCIL CABINET

13 July 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 Nigel Offen (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. 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.

3. Urgent Items

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

4. 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 20 May 2009 and 10 June 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. Local Strategic Partnership, Colchester 2020 - Performance Management Framework

1 - 33

See report by the Chief Executive

<ul style="list-style-type: none"> ii. Strategic Plan Action Plan 2009/10 	<p>34 - 62</p> <p>See report by the Executive Director, Ann Wain</p>
8. Strategy/Resources and Business	
<ul style="list-style-type: none"> i. 2010/11 Budget Strategy and Timetable and Medium Term Financial Forecast 	<p>63 - 84</p> <p>See report by the Head of Resource Management</p>
9. Neighbourhoods	
<ul style="list-style-type: none"> i. Disposal of Land at Layer Road 	<p>85 - 96</p> <p>See report by the Head of Strategic Policy and Regeneration</p>
<ul style="list-style-type: none"> ii. Council Dwellings Rent Reduction 2009-10 	<p>97 - 101</p> <p>See report by the Head of Strategic Policy and Regeneration</p>
10. Planning, Regeneration and Sustainability	
<ul style="list-style-type: none"> i. Colchester Allocation of 2009/10 Haven Gateway Growth Area Funding 	<p>102 - 104</p> <p>See report by the Head of Strategic Policy and Regeneration</p>
11. Performance and Partnerships	
<ul style="list-style-type: none"> i. Performance Report 2008/09 	<p>105 - 110</p> <p>See report by the Executive Director, Ann Wain</p>
12. General	
<ul style="list-style-type: none"> i. Appointments to External Organisations and Council Groups 	<p>111 - 135</p> <p>See report by the Head of Corporate Management</p>
<ul style="list-style-type: none"> ii. Progress of Responses to the Public 	<p>136 - 138</p> <p>To note the contents of the Progress Sheet.</p>

13. Culture and Diversity

i. Visual Arts Facility: Recommencement of Works

139 - 142

See report from the Executive Director, Ian Vipond.

14. Exclusion of the Public

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

**COLCHESTER BOROUGH COUNCIL
CABINET**

13 July 2009 at 6:00pm

AGENDA - Part B

(not open to the public or the media)

Pages

15. Culture and Diversity

i. Visual Arts Facility: Legal and Associated Issues

The following report contains exempt information (financial/business affairs of a particular person, including the authority holding information) as defined in paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972. and The following report contains exempt information (claim to legal professional privilege) as defined in paragraph 5 of Part 1 of Schedule 12A to the Local Government Act 1972.

See report by the Executive Director, Ian Vipond.



Cabinet

13 July 2009

Item
7(i)

Report of	Adrian Pritchard, Chief Executive	Author	Adrian Pritchard
Title	Local Strategic Partnership, Colchester 2020 – Performance Management Framework		
Wards affected	Not Applicable		

This report concerns a Performance Management Framework for Colchester 2020

1. Decision(s) Required

- 1.1 The Cabinet is asked to note that a new Performance Management Framework for Colchester 2020 has been developed following the adoption of the new Sustainable Community Strategy and the Cabinet is asked to endorse the Performance Management Framework as presented to this meeting.

2. Reasons for Decision(s)

- 2.1 At its meeting on 18 March 2009 the Cabinet endorsed the revised Sustainable Community Strategy for consideration by the Local Strategic Partnership Assembly Meeting on 26 March 2009. At that meeting the revised Sustainable Community Strategy was adopted. As a result of this adoption, it was clear that the Local Strategic Partnership, Colchester 2020 needed to introduce a revised Performance Management Framework to achieve the objectives set out as part of that Sustainable Community Strategy.

3. Alternative Options

- 3.1 Not to have a Performance Management Framework but to work purely to the overall objectives within the Sustainable Community Strategy. This would make it much more difficult for the partnership to assess its performance and for other organisations and agencies to scrutinise the effectiveness of the Local Strategic Partnership. Therefore, no Performance Management Framework could be devised but this is not recommended.

4. Supporting Information

- 4.1 The revised Sustainable Community Strategy vision and themes were endorsed by the Cabinet and adopted by Colchester 2020 at its Assembly meeting in March 2009. In that revised strategy it set out a vision and the 5 themes which are the priorities for the Local Strategic Partnership to work towards and to achieve.
- 4.2 It is also recognised by the Audit Commission as good practice that any Local Strategic Partnership should have in place a Performance Management Framework which allows both internal and external assessment of its effectiveness. This Performance Management Framework has been adopted to demonstrate the link between achieving the objectives, the actions needed to be taken and what measures will be used to

demonstrate achievement. These measures are national indicators, local area agreement indicators or are local indicators because national ones are not available.

5. Proposals

5.1 The revised vision for the future of Colchester has now been approved as – 2020 and beyond is of a Colchester which is: -

- Excelling as a regional centre
- Working for sustainable economic growth and reducing carbon emissions
- Providing opportunities for everyone to lead healthy lives and to achieve their full potential
- A great place to live, work, study and visit

5.2 In addition to the vision, 5 priorities have been established to achieve the vision over the coming years. These are: -

- Promoting business, increasing employment opportunities and improving educational and skills attainment
- Reducing congestion, changing travel behaviour and improving the transport infrastructure
- Making Colchester an outstanding visitor destination and celebrating its heritage, culture and leisure activities
- Promoting healthy lifestyles, providing affordable housing and reducing homelessness
- Creating safer neighbourhoods and stronger, inclusive communities

5.3 In addition to these five priorities, the theme of carbon reduction is key to environmental sustainability and is therefore included in all the 2020 partnership's work and will be reflected in the manner in which each of the priorities are delivered.

5.4 As has previously been stated, in order to achieve the vision and these priorities a Performance Management Framework has been developed which shows the link between each of the priorities and the actions which the Local Strategic Partnership will take. Attached at Appendix 1 is a copy of the Performance Management Framework, broken down under each of the priorities, showing the key actions and outcomes, together with the measures (please note that Appendix 1 is to follow and will be published and circulated shortly).

The Performance Management Framework is brought to the Cabinet to give confidence that the Local Strategic Partnership is working on delivering the priorities and so that the scrutiny function of the Council has a basis on which to scrutinise the effectiveness of the Local Strategic Partnership on an annual basis.

6. Strategic Plan References

6.1 The Sustainable Community Strategy and the Performance Management Framework integrate well with the Council's Strategic Plan and pick up the priority areas being identified at the Local Area Agreement level with public sector partner engagement.

7. Consultation

7.1 The Performance Management Framework flows directly from the Sustainable Community Strategy and its five priorities which were heavily consulted on and ratified at the last annual Colchester 2020 Assembly.

8. Publicity Considerations

8.1 It is 2020's intention to publish the Performance Management Framework on their website and to regularly update it.

9. Financial implications

9.1 Clearly some of the Performance Management actions have financial implications, but these will be picked up either through existing partner budget arrangements, or through the combined Local Area Agreement reward grant monies.

10. Equality, Diversity and Human Rights implications

10.1 The priorities within the Sustainable Community Strategy identify the most significant priorities for the community of Colchester, both now and into the future and will take into account the equality, diversity and human rights implications of achieving those priorities.

11. Community Safety Implications

11.1 Community safety implications are inherent in the priorities within the Sustainable Community Strategy and will be picked up as part of the Performance Management Framework.

12. Health and Safety Implications

12.1 There are no direct health and safety implications in this Performance Management Framework, but again the general responsibility for health and safety rests with the partner organisations implementing the actions.

13. Risk Management Implications

13.1 The risk management implications of not completing the actions will mean that the priorities within the Sustainable Community Strategy are not delivered. Clearly, lead members in the Colchester 2020 partnership will need to consider the risks associated with non-achievement and look to mitigate those risks where possible.

Background Papers

Sustainable Community Strategy

COLCHESTER2020 – PLAN TO DELIVER THE SUSTAINABLE COMMUNITY STRATEGY

Priority 1. Promoting business, increasing employment opportunities and improving educational and skills attainment

LEAD OFFICER: EWAN DODDS

Key action 1.1. Tackle unemployment.

Actions	Priority Lead Officer	LAA Measures		Local Measures	
		Ref	Definition	Ref	Definition
Outcome. Creation of 10,000 new jobs.					
1.1.1	Encourage inward investment.			1.1.1a	Market Cuckoo Farm and UoE Knowledge Gateway to appropriate local, regional, national and international firms.
				1.1.1b	Active engagement with Employment Challenge Initiative.
				1.1.1c	Active Colchester2020 support for Knowledge Gateway
1.1.2	Create Colchester Business Group and coordinate/signpost relevant opportunities and information.				

Key action 1.2. Develop and deliver a business and education strategy and enhance business links to education.

Actions	Priority Lead Officer	LAA Measures		Local Measures	
		Ref	Definition	Ref	Definition
Outcome. Greater engagement between business and education, including establishment of more internships and apprenticeships.					
1.2.1	Establish internship scheme with large employers in Colchester.			1.1.1	Increase in internships with local employers.
1.2.2	Establish apprenticeship scheme.			1.2.2	Increase in apprenticeships with local employers.
1.2.3	Shared calendar of events publicised to business.			1.2.3	Increased attendance at business-focussed events.
1.2.4	Joint PR activity.				Positive increase in both quality and quantity of publicity
1.2.5	Expand 14/19 APG collaboration.				
1.2.6	Continue business mentor scheme for students.			1.2.6	Increase in number of business mentors and employability skills among student population.

Key action 1.3. Co-ordinate access to funding, training and business support opportunities.

Actions		Priority Lead Officer	LAA Measures		Local Measures	
			Ref	Definition	Ref	Definition
Outcome. Improved sustainability of local businesses.						
1.3.1	Offer local workshops on Venture Navigator.				1.3.1a	Increase in number of business start ups.
					1.3.1b	Increase in start up survival rates.
1.3.2	Improve websites to market opportunities more effectively.				1.3.2	Increase in networks between local entrepreneurs and businesses.
Outcome. Local businesses continue to invest in training and development of staff.						
1.3.3	Effectively signpost useful funding streams.					
1.3.4	Expand University Enterprise Programme and promote to local businesses and aspiring entrepreneurs.				1.3.4	Greater awareness and uptake of opportunities by aspiring entrepreneurs and existing businesses.

Key action 1.4. Lobby effectively on behalf of the business community.

Actions	Priority Lead Officer	LAA Measures		Local Measures	
		Ref	Definition	Ref	Definition
Outcome. Improve local business sense of wellbeing, reduce business failure rates and encourage business growth					
1.4.1	Develop stronger working relationship with CBC/CC/FSB/IOD/CORBA/DC.			1.4.1a	Increase in joint initiatives to increase business growth and reduce failures
				1.4.1b	Increase in business champions from different stakeholders
1.4.2	Identify key local areas of business concern.			1.4.2	Demonstrable signs of identified concerns being addressed and action taken.
1.4.3	A12 junction/park and ride/release of development land/"open for business" state.				
1.4.4	Partners to exploit/share networks and channels to decision/policy makers.			1.4.4	Improvements in networks and increase in satisfaction of partners

Key action 1.5. Deliver high quality educational outputs that can provide a workforce skilled to meet the changing needs of local and future businesses.

Actions	Priority Lead Officer	LAA Measures		Local Measures	
		Ref	Definition	Ref	Definition
Outcome. Improved staying on rates at 16 and improved level 3 and 4 qualifications.					
1.5.1	Campaign to encourage young people to stay in education or training post-16 with joined up support of 6FC, CI and UoE.				
1.5.2	Take campaign to local schools, with joined up support of 6FC, CI and UoE.			1.5.2	Increase in number of students participating in post-16 training and HE.
1.5.3	Establish links/joint events between Young Enterprise and Student Enterprise groups.			1.5.3	Increased engagement in Young Enterprise schemes.

Priority 2. Reducing congestion, changing travel behaviour and improving the transport infrastructure.

LEAD OFFICERS: JEREMY LUCAS

Key action 2.1. Work with stakeholders and provide leadership in delivering improved information and choice in alternative modes of transport and thus reduce congestion.

Actions	Priority Lead Officer	LAA Measures		Local Measures	
		Ref	Definition	Ref	Definition
Outcome. People have access to and use up to date travel information and alternative modes through mobile phones and internet.					
2.1.1	Work with public transport providers, Essex County Council and Colchester Borough Council to develop and promote the availability of real time local bus information in all buses, at all bus stops and via mobile phone and the internet.	Jeremy Lucas	LI 5.1	Access to Services	2.1.1a Public satisfaction with the availability of information. 2.1.1b Public satisfaction with real time information.
Outcome. Better information is developed, well publicised and used.					
2.1.2	Bring together stakeholders and lead on the development maps, where they do not already exist, for different modes of transport including pathways, where they are and how to connect to them from other means of transport and from different areas of the borough.	Jeremy Lucas	LI 5.1	Access to Services	2.1.2 Public satisfaction.
Outcome. Effective use of modern technology to improve take up of public transport.					
2.1.3	Work with public transport providers, Essex CC and Colchester BC to explore the development and wider introduction of non-cash transactions (eg Oyster cards or mobile phone payment).	Jeremy Lucas	LI 5.1	Access to Services	2.1.2 Take up rate of improvements such as Oyster cards.

Actions	Priority Lead	LAA Measures	Local Measures
Outcome. Less dependence on vehicular through increased usage of cycle routes.			
2.1.4	Inform through membership of the Cycle Town Steering Group, the upgrade of existing and construct new cycle routes using newly acquired Cycling Town status and improve cycle security at rail stations to encourage residents to use bikes/public transport.	Jeremy Lucas LI 5.2 Congestion	2.1.4 Increased use of cycle routes.
Outcome. More diversity in transport provision.			
2.1.5	Expand membership of the Travel Plan Club year on year.	Jeremy Lucas	2.1.5 Increased membership of Travel Plan Club year-on-year.
2.1.6	Encouraging transport developed by social enterprises.	Jeremy Lucas	2.1.6 Before and after comparisons of transport choices in the area.
Outcome. Effective integration between different modes of transport reduces congestion.			
2.1.7	Lobby for the development of rapid transit corridors and investigate the alternative means of travel such as electric buses.	Jeremy Lucas LI 5.2 Congestion	2.1.7 Number of integrated travel options increases.
Outcome. Better public transport for people into Colchester from outlying villages.			
2.1.8	Lobby bus / train companies and local / regional authorities for improved availability and efficiency of public transport servicing rural locations.	Jeremy Lucas LI 5.1 Access to Services	2.1.8a Increases in routes and options. 2.1.8b Public satisfaction.

Key action 2.2. Lead work with stakeholders to develop walkable neighbourhoods.

Actions	Priority Lead Officer	LAA Measures		Local Measures	
		Ref	Definition	Ref	Definition
Outcome. Innovation and fresh thinking delivers a more pedestrian friendly solution and changes travel behaviour.					
2.2.1	Jeremy Lucas	NI 198	Children travelling to school – mode of travel usually used.	2.2.1	Examples of innovation result in changes to travel behaviour, using before and after statistics.
Outcome. Integrated planning.					
2.2.2	Jeremy Lucas			2.2.2	Number of new developments to incorporate travel plans. (Evidence from plans).
Outcome. Good signage of routes.					
2.2.3	Jeremy Lucas			2.2.3	Public satisfaction. Membership of the Travel Plan Club

Priority 3. Making Colchester an outstanding visitor destination and celebrating its heritage, culture and leisure activities.

LEAD OFFICER: DEE EVANS

Key action 3.1. Work with stakeholders (to include CBC and ECC) to agree an outstanding annual Cultural and Heritage Festival and programme with the long term goal of an international audience.

Actions	Priority Lead Officer	LAA Measures		Local Measures		
		Ref	Definition	Ref	Definition	
<p>Outcome. High profile support and promotion of creativity in Colchester: Year One: A four year strategy agreed by stakeholders. A pilot programme in Autumn 2009 with a joint marketing campaign. Year Two: A programme with a significant increase in community involvement and geographical spread.</p>						
3.1.1	Bring stakeholders together to agree strategy. Plan, promote and execute in partnership.	Jo Edwards Dee Evans	NI 11	Engagement in the Arts	3.1.1	Increased public awareness of Colchester.
<p>Outcome. The effective championing of heritage, culture and leisure in Colchester to ensure the future sustainability of our unique heritage, our rich cultural assets and our community wellbeing.</p>						
3.1.2	The effective use of heritage, culture and leisure to enhance community cohesion, tackle disadvantage and enable inter-generational work.	Jo Edwards Dee Evans	NI 11	Improvement in Place Survey outcomes.	3.1.2a 3.1.2b 3.1.2c	Increase in short stay visits by non-residents. Increase in audiences and visitor numbers to heritage sites. An annual increase in tourists as measured by the Tourist Board Survey.

Actions	Priority Lead	LAA Measures	Local Measures
Outcome. The effective use of heritage, culture and leisure to enhance community cohesion, tackle disadvantage and enable inter-generational work.			
3.1.3	In 2010 and thereafter, extend the event into a sustainable annual festival supported by the community, Colchester Borough Council and Essex County Council.		3.1.3a Increase in visits from hard to reach groups. 3.1.3b Reduction in crime and disorder.

Key action 3.2. Help to initiate a scoping exercise to determine priority leisure activities in Colchester.

Actions	Priority Lead Officer	LAA Measures		Local Measures	
		Ref	Definition	Ref	Definition
Outcome. A clear picture of leisure activities in the Borough which will inform future action.					
3.2.1	Bring stakeholders together to agree and instigate scoping exercise.	NI 8	Adult participation in sport and active recreation. Engagement in the Arts.	3.2.1	Scope and plan, that demonstrates clear priorities, agreed.
		NI 11			

Key action 3.3. Continue to champion firstsite.

Actions	Priority Lead Officer	LAA Measures		Local Measures	
		Ref	Definition	Ref	Definition
Outcome. A flourishing arts organisation in the Borough, housed in a spectacular purpose built building.					
3.3.1	Continue active support of efforts to complete building.	NI 11	Engagement in the Arts.	3.3.1	A contemporary building of extraordinary design that will act as a catalyst for the regeneration of the St Botolph's area.
3.3.2	Champion the ongoing work of firstsite in the community from a temporary base.				
3.3.3	Ensure realistic ongoing funding to allow successful launch from the new building.			3.3.3a	Increased visitors to the town.
				3.3.3b	New jobs.

Key action 3.4. Work to change the perception of our “heritage” to include natural and green spaces.

Actions	Priority Lead Officer	LAA Measures		Local Measures	
		Ref	Definition	Ref	Definition
Outcome. Greater perception and use of green and open spaces and increased involvement of third sector groups.					
3.4.1	Encouraging the use of green and open spaces Increased involvement of third sector groups				
Outcome. Positive changes to the Local Development Plan to protect heritage, natural and green spaces.					
3.4.2	Promoting positive changes to the Local Development Plan to protect our heritage, natural and green spaces				

Key action 3.5. Working with partners, continue to encourage a high standard of construction, building, architecture, public art and urban design that complements and enhances the Borough.

Actions	Priority Lead Officer	LAA Measures		Local Measures	
		Ref	Definition	Ref	Definition
Outcome. Better designed and environmentally sustainable buildings.					
3.5.1	Bring partners together to discuss strategy for obtaining sponsorship.			3.5.1	Quality new buildings with innovative design and excellent restorations, both of which enhance the character of the town.
Outcome. Sustainable biennial Architectural Awards.					

Actions		Priority Lead	LAA Measures	Local Measures
3.5.2	Work with partners to review the Architectural Awards categories and plan for 2011.			3.5.2 Sustainable development Public Art that gives identity, ownership and pride to our communities.

Key action 3.6. Develop an integrated promotional campaign for residents and brand the town for non-residents.

Actions	Priority Lead Officer	LAA Measures		Local Measures	
		Ref	Definition	Ref	Definition
Outcome. Colchester is regarded as one of the country's leading cultural centres. It is recognised for its outstanding heritage, including a unique historic fabric and natural history of international importance.					
3.6.1	Include all Colchester's heritage, culture and leisure assets, parks and green spaces, coast, natural heritage and community pride in this branding.			3.6.1	Public Satisfaction.
Outcome. More people will visit, stay and return to Colchester, thus ensuring sustainability of tourism in the area.					
3.6.2				3.6.2	Visitor Information Surveys.
Outcome. Local residents will explore their Borough, experiencing what they have on their own doorsteps, instilling a sense of civic pride.					
3.6.3				3.6.3	Visitor Information Surveys Increased audiences and visitor numbers.
Outcome. Positive impact upon the local economy.					
3.6.4					

Priority 4. Promoting healthy lifestyles, providing affordable housing and reducing homelessness.

LEAD OFFICER: ADRIAN PRITCHARD

Key action 4.1. Stimulate collective action to promote and support healthy lifestyles.

Actions	Priority Lead Officer	LAA Measures		Local Measures	
		Ref	Definition	Ref	Definition
Outcome. Collective effort between partners results in positive improvements to healthy lifestyles of their staff, customers, and of children and young people in particular.					
Performance towards these targets is managed through the PSP – encouraging extra effort where it is needed.					
4.1.1	Reduce obesity amongst children and smoking prevalence amongst adults by brokering multi-agency action to achieve the health improvement targets in the LAA and Life Opportunities initiative.	NI 123 NI 56 NI 115	16+ current smoking rate prevalence. Obesity among primary school age children in Year 6. Substance misuse by young people	4.1.1a 4.1.1b	Plus Life Opportunities smoking target. Plus Life Opportunities obesity target.
4.1.2	Increase participation in sports by adults by brokering multi-agency action to achieve LAA target NI 8.	NI 8	Adult participation in sport.		

Actions	Priority Lead	LAA Measures	Local Measures
Outcome. Actions across the Partnership have made the best use of synergy and resources.			
4.1.3 Use the creation of a Joint CBC-NHS public health specialist to explore new collaborations.			
4.1.4 Encourage 2020 members to develop a shared staff well-being programme.			
4.1.5 Support the Cycle Tour event in June 09 as a means of promoting healthy lifestyles.			

Key action 4.2. Maximise opportunities to improve the supply of housing and support residents to maintain their tenancies.

Actions	Priority Lead Officer	LAA Measures		Local Measures	
		Ref	Definition	Ref	Definition
Outcome. There is more sustained planning across housing services and coordination of resources.					
4.2.1	Encourage all LSP member organisations to review which of their resources could be made available to provide more affordable housing.	Ni 154	Net additional homes provided.	LI 2.2	Affordable housing.
Outcome. Partners have worked together to deliver more finance for affordable housing.					
4.2.2	Work to attract further regional or national resources to fund affordable housing in Colchester.			LI 2.2	Affordable housing.
Outcome. Help given to people in Colchester to maintain their tenancies or home ownership shows positive results.					
4.2.3	Encourage and co-ordinate a multi-agency programme of support to help residents through the economic downturn.				
Outcome. There is a joined up approach to crisis coordination across the Colchester2020.					
4.2.4	Reduce the number of social tenants evicted as a result of debt by encouraging and co-ordinating multi-agency activity to provide pro-active support.	Ni 156	Number of households living in temporary accommodation.		
Outcome. Partners have worked together to provide more help to residents to stay in their own homes.					
4.2.5	Bring together statutory agencies, registered social landlords, and voluntary organisations together to create a joint 'crisis response' support package for residents facing repossession or eviction due to debt.			4.2.5	Plus 4 Life Opportunities targets on private sector housing; affordable housing; temporary accommodation and council housing evictions

Key action 4.3. Improve the sustainability and reduce the carbon emissions of our housing.

Actions	Priority Lead Officer	LAA Measures		Local Measures	
		Ref	Definition	Ref	Definition
Outcome. Actions across the Partnership have made the best use of synergy and resources.					
4.3.1	Broker multi-agency action to achieve the carbon reduction target for the borough contained in the LAA.	NI 186	Per capita CO ₂ emissions in the LA area.		
4.3.2	Provide support to residents and businesses to reduce their carbon emissions.				
4.3.3	Encourage new developments – including housing and public facilities - within the borough to meet high standards of sustainability and energy efficiency.				

Priority 5. Creating safer neighbourhoods and stronger, inclusive communities.

LEAD OFFICER: TIM NEWCOMB

Key action 5.1. Make the town centre safer, particularly at night.

Actions	Priority Lead Officer	LAA Measures		Local Measures	
		Ref	Definition	Ref	Definition
Outcome. There is more civic pride and community cohesion amongst Colchester citizens.					
5.1.1	Broker multi-agency activity to increase satisfaction with the local area by action planning to achieve LAA target 5	NI 5	Overall / general satisfaction with local area		
Outcome. Reduction in violent crime					
5.1.2	<ul style="list-style-type: none"> Reduce violent crime in the town centre by brokering multi-agency action to achieve the crime reduction targets in the LAA and Life Opportunities initiative 		Reduce serious violent crimes and assaults causing injury in the town centre	5.1.2	Life Opportunities target for 09-10: reduce violent crime caused by alcohol in the town centre by 2%.
Outcome. Communities feel more confident and the Town Centre feels safer at night.					
5.1.3	Deployment of a multi agency 'SOS Bus' targeting the town centre area of Colchester to reduce opportunity of violent offences occurring.		Reduce serious violent crimes and assaults causing injury in the town centre.		
Outcome. Reduction in fear of crime.					

Actions	Priority Lead	LAA Measures	Local Measures
5.1.4 Develop by May 2009 crime reduction 'Toolkit' that identifies specifically what actions each partner of the CDRP can do practically and easily to combat violent crimes and assaults causing injury.			5.1.3 Community fear of crime reduces overall.
Outcome. Licensees take more responsibility for the impact of alcohol sales.			
5.1.5 Positive engagement with licensees.	Tim Newcomb	Reduce substance misuse.	
5.1.6 High visibility patrols in target areas at key times to deter violence.			
Outcome. Less alcohol abuse, better health and less anti social behaviour.			
5.1.7 Better education of the community on the dangers of alcohol.		NI 17	Perceptions of anti social behaviour.
5.1.8 Provision of education programmes in schools that focus on risk taking to promote sensible behaviour and thereby preventing offences.			
5.1.9 Use of the Colchester SOS bus to provide a day time education resource for primary and secondary schools to high light the dangers of alcohol and drug use.			
5.1.10 Investment in a schools liaison worker to co-ordinate activities designed to raise awareness of the dangers of alcohol misuse and to provide advice and support.			

Key action 5.2. Make our neighbourhoods cleaner and feel safer.

Actions	Priority Lead Officer	LAA Measures		Local Measures	
		Ref	Definition	Ref	Definition
Outcome. Problem neighbourhoods show improvements in 'liveability'.					
5.2.1	Better targeting of high need areas for cleaning and enforcement work.	Tim Newcomb	NI 5	Overall / general satisfaction with local area	Life Opportunities target for 09-10: reduce anti-social behaviour in Monkwick by 5%. The 'Safer Colchester' pilot will set baseline figures and will measure improvement on a bespoke basis against a number of criteria.
5.2.2	The 'Safer Colchester' pilot will place a dedicated multi-agency team into specific estates or areas suffering from high crime and/or Anti-Social Behaviour.	Tim Newcomb			The 'Safer Colchester' pilot will set baseline figures and will measure improvement on a bespoke basis against a number of criteria.
Outcome. Cleaner, more 'loved' spaces.					
5.2.3	'Safer Colchester' pilot will engage enhanced council cleaning services which will be focussed and prioritised according to need.		NI 195	Improved street & environmental cleanliness (levels of graffiti, litter, detritus and fly posting)	The 'Safer Colchester' pilot will set baseline figures and will measure improvement on a bespoke basis against a number of criteria.

Actions	Priority Lead	LAA Measures	Local Measures
Outcome. Maximisation of the use of residents of volunteers to ensure sustainability.			
5.2.4 The 'Safer Colchester' pilot has as an objective of leaving a legacy of community engagement to sustain improvements in fear of crime and cleanliness.		NI 6	Participation in regular volunteering. The 'Safer Colchester' pilot will set baseline figures and will measure improvement on a bespoke basis against a number of criteria.

Key action 5.3. Encourage residents to take responsibility by creating incentives for them to organise self help to increase community spirit and pride.

Actions	Priority Lead Officer	LAA Measures		Local Measures	
		Ref	Definition	Ref	Definition
Outcome. Communities have more say and involvement and residents take individual responsibility for the 'liveability' of their area.					
5.3.1	Continued Development and investment in the Neighbourhood Action Panels (NAPs) to help address local priorities around crime and disorder.	Tim Newcomb		Increase levels of neighbourly helpfulness.	
Outcome. Sustained better communication between services and the community by working alongside neighbourhoods groups.					
5.3.2	The 'Safer Colchester' pilot has as an objective of leaving a legacy of community engagement to sustain improvements in fear of crime and cleanliness.				The 'Safer Colchester' pilot will set baseline figures and will measure improvement on a bespoke basis against a number of criteria.
5.3.3	Provide Performance Reward Grant funding to the Volunteer centre to increase participation		NI 6	Participation in regular volunteering.	Increased local engagement in crime reduction activity
Outcome. Improved partnership working.					
5.3.4	Development of 'Safer Colchester' pilot and new working practices.				
Outcome. The experience of 'self help' increases community spirit and pride.					
5.3.5	Increase formal participation in voluntary clubs and groups.				

Colchester2020

Sustainable Community Strategy - 2009

VISION FOR COLCHESTER

Our vision for Colchester, in 2020 and beyond, is to be:

- ***Excelling as a regional centre***
- ***Working for sustainable economic growth and reducing carbon emissions***
- ***Providing opportunities for everyone to lead healthy lives and to achieve their full potential***
- ***A great place to live, work, study and visit.***

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FOREWORD BY PAUL ZOLLINGER-READ, CHAIR OF COLCHESTER2020

As the Chair of Colchester2020, I am very pleased to present our new Sustainable Community Strategy. It aims to realise our vision for the year 2020 and beyond and sets out how we will deliver this, in partnership, for the benefit of the people living, working, studying and visiting Colchester.

We live in very challenging times and there have been a number of developments in the past two years, nationally, regionally and locally, which are now having an impact on the Colchester area.

Recession has hit the UK since our last strategy was launched in 2007 and while Colchester is not among the most vulnerable areas in the country it is still important that we, as a Partnership, recognise the difficulties facing many people. Our revised strategy responds by showing how we intend to use our collective power, influence and access to resources to increase the resilience of our area, not only in the short term, but in preparation for the upturn as well.

Therefore we have reviewed our Sustainable Community Strategy priorities to make sure they are, as far as possible, fit for purpose now and for the future.

What you now see in this current strategy is a renewed focus on five key priorities. These are the issues which you have told us matter most and have been developed from our consultation process. These priorities are:

- Promoting business, increasing employment opportunities and improving educational and skills attainment
- Reducing congestion, changing travel behaviour and improving the transport infrastructure
- Making Colchester an outstanding visitor destination and celebrating its heritage, culture and leisure activities
- Promoting healthy lifestyles, providing affordable housing and reducing homelessness
- Creating safer neighbourhoods and stronger, inclusive communities

As global warming is one of the biggest ever issues faced worldwide, the theme of carbon reduction is reflected in all of Colchester2020's work and will influence the way in which each of our priorities are delivered. We will continue to review our actions to ensure they minimise our carbon footprint.

No one organisation can deliver this ambitious agenda on its own. Through Colchester2020 – which brings all key organisations together locally – we believe that we have a far greater chance of improving the lives of **all** people who live, work, study or visit the borough of Colchester, while at the same time protecting the environment for future generations.

PRIORITIES AND OUTCOMES

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

This priority builds on the work Colchester2020 has previously undertaken to promote business and employment opportunities in the borough and our push to encourage stronger links between business and education. The focus of this priority has been extended to include educational and skills attainment – an increasingly important area in the current economic climate and a building block for future prosperity of all our citizens.

Within this priority, we aim to:

1.1 Tackle unemployment **by:**

- Creating 10,000 new, highly skilled jobs over the next ten years
- Encouraging inward investment with the development of appropriate land and actively engaging in new initiatives such as the University of Essex Knowledge Gateway and the 'Employment Challenge Initiative'.

1.2 Develop and deliver a business and education strategy and enhance business links to education **by:**

- Encouraging greater engagement between business and education particularly through the setting up of more internships and apprenticeships. Continuing to promote the business mentor scheme for students
- Sharing a calendar of events publicised to businesses.

1.3 Co-ordinate access to funding, training and business support opportunities **by:**

- Improving the sustainability of local businesses and encouraging them to continue to invest in the training and development of staff
- Promoting the use of Venture Navigator via tailored workshops
- Improving websites (both those the partners control and by influencing others) to market business support opportunities more effectively
- Promoting the University Enterprise Programme to local businesses and aspiring entrepreneurs to aid its expansion.

1.4 Lobby effectively on behalf of local businesses **by:**

- Developing stronger relationships with national and regional business organisations
- Identifying key local areas of concern
- Recruiting business champions
- Exploiting and sharing networks and channels to decision and policy makers
- Building on established actions.

1.5 Deliver high quality educational outputs that can provide a workforce skilled to meet the changing needs of local and future businesses **by:**

- Promoting a campaign to encourage young people to stay in education or training post-16
- Establishing links and joint events between Young Enterprise and Student Enterprise groups.

PRIORITY TWO Reducing congestion, changing travel behaviour and improving the transport infrastructure

This priority aims to reduce congestion through the introduction or improvement of a range of alternative modes of transport - such as public transport, park and ride, and cycling - as well as encouraging people to think about the way they travel and to change travel habits.

Within this priority, we will work in partnership to increase the park and ride opportunities and make improvements to the A12 junction and the A133. In addition, we aim to:

2.1 Work with stakeholders and provide leadership in delivering improved information and choice in alternative modes of transport, in turn reducing congestion by:

- Encouraging the development and promotion of the availability of 'real' time local bus information in buses, at bus stops and via mobile phone and the internet
- Exploring the development and wider introduction of non-cash transactions (eg Oyster cards or mobile phone payment) for the borough to make travel much easier for users
- Using Colchester's Cycling Town status to encourage residents to use bikes/public transport, share cars and investigate other alternative means of travel such as electric buses
- Stimulating more diversity in transport provision including that developed by social enterprises
- Lobbying for the development of rapid transit corridors and for improvements in the availability and efficiency of public transport servicing rural areas.

2.2 Promote the development of walk-able neighbourhoods, places which have a recognisable centre, good pedestrian routes and where businesses, schools and shops are near to each other so that people can walk to them from their homes, by:

- Bringing stakeholders together to encourage innovation and creative thinking about more pedestrian-friendly solutions.
- Encouraging planning decisions which ensure that new developments incorporate walking, cycle routes and public transport services at the initial planning stages.
- Encouraging the development of new Park and Walk schemes with well-signed routes into town.
- Increasing and extending the membership and activities of the Colchester2020 Travel Plan Club.

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

This priority builds on the unique value of the historic heritage and cultural facilities on offer in Colchester but also recognises the importance of leisure to the health, well being and education of people living in the area. This priority contributes to all four strands of the Colchester2020 vision and contributes significantly to the local economy.

Within this priority, we aim to:

- 3.1 Work with stakeholders to agree an outstanding annual Cultural and Heritage Festival and programme with an international audience **by:**
- Agreeing a strategy to deliver the festival in partnership
 - Developing a programme of arts and cultural activities in Colchester for autumn 2009
 - Extending the event thereafter into a sustainable annual festival supported by the community, Colchester Borough Council and Essex County Council.
- 3.2 Help to initiate a scoping exercise to determine priority leisure activities in Colchester **by:**
- Securing high profile support and promotion of creativity in Colchester.
- 3.3 Continue to champion the development of the firstsite building **by:**
- Co-ordinating the active support of efforts to complete the building
 - Championing the ongoing work of firstsite in the community from a temporary base
 - Ensuring realistic ongoing funding to allow a successful launch from the new building.
- 3.4 Work to change the perception of our 'heritage' to include natural and green spaces **by:**
- Encouraging the use of green and open spaces and increased involvement of third sector groups
 - Promoting positive changes to the Local Development Plan to protect our heritage, natural and green spaces.
- 3.5 Work with partners to continue to encourage a high standard of construction, building, architecture, public art and urban design that complements and enhances the borough **by:**
- Bringing partners together to discuss a strategy for obtaining sponsorship
 - Working with partners to review the Architectural Awards categories and plan for 2011.
- 3.6 Develop an integrated promotional campaign for residents and brand the town for non-residents **by:**
- Including all Colchester's heritage, culture and leisure assets, parks and green spaces, coast, natural heritage and community pride in this branding.

PRIORITY FOUR Promoting healthy lifestyles, providing affordable housing and reducing homelessness

This priority aims to enable all people to have a place they can call 'home'; to improve people's self esteem, their ability to eat properly, exercise well and to live life to the full. Affordable housing helps with the supply of housing and reduces homelessness. This in turn promotes more healthy living.

As a consequence, we aim to:

- 4.1 Stimulate collaborative action between partners to promote and support healthy lifestyles **by:**
- Encouraging a collective effort that results in positive improvements to healthy lifestyles of staff, customers, and of children and young people in particular
 - Reducing obesity among children and smoking prevalence among adults by brokering multi-agency action to achieve the health improvement targets

- Increasing participation in sports by adults by encouraging multi-agency action to achieve targets.

4.2 Maximise opportunities to improve the supply of housing and support residents to maintain their tenancies **by:**

- Encouraging all partners to review which of their resources could be made available to provide more affordable housing.
- Working to attract further regional or national resources to fund affordable housing in Colchester.
- Encouraging and co-ordinating a multi-agency programme of support to help residents through the economic downturn.
- Reducing the number of social tenants evicted as a result of debt by encouraging and co-ordinating multi-agency activity to provide pro-active support.
- Bringing together statutory agencies, registered social landlords and voluntary organisations to create a joint 'crisis response' support package for residents facing repossession or eviction due to debt.

4.3 Improve the sustainability and reduce the carbon emissions of our housing **by:**

- Brokering multi-agency action to achieve the carbon reduction target set
- Providing support to residents and businesses to reduce their carbon emissions
- Encouraging new developments – including housing and public facilities – within the borough to meet high standards of sustainability and energy efficiency.

PRIORITY FIVE Creating safer neighbourhoods and stronger, inclusive communities

This priority will focus on reducing the incidence of crime, disorder and anti-social behaviour within Colchester but will also concentrate on how people feel about these issues. We will work with the Police, the Crime and Disorder Reduction Partnership and other partners on long-term initiatives to reduce offending levels. By encouraging local citizens to take part in these initiatives we aim to influence their perceptions of crime-related matters and improve their confidence in the Police and Local Authority. We aim work with partners to:

5.1 Make the town centre safer, particularly at night **by:**

- Stimulating civic pride and community cohesion amongst Colchester citizens.
- Working on initiatives designed to help communities feel more confident that the town centre is safer at night.
- Working with partners to reduce the fear of crime.
- Supporting the Public Service Partnership (PSP) to encourage licensees to take more responsibility for the impact of alcohol sales.
- Working with partners and the PSP to improve and increase education about alcohol abuse and its negative impact on health.

5.2 Through leadership given to the PSP, make our neighbourhoods cleaner and safer **by:**

- Better targeting of high need areas for cleaning and enforcement work.
- Developing cleaner and more 'loved' spaces.
- Maximising the use of residents as volunteers to ensure sustainability.

5.3 Encourage residents to take responsibility by creating incentives for them to organise self help to increase community spirit and pride **by:**

- Lobbying to ensure communities have more say and involvement and residents take individual responsibility for the 'liveability' of their area.
- Sustaining better communication between services and the community by working alongside neighbourhoods groups.
- Improving partnership working.
- Encouraging 'self help' to increase community spirit and pride.

WORKING TOGETHER TO DELIVER THE VISION

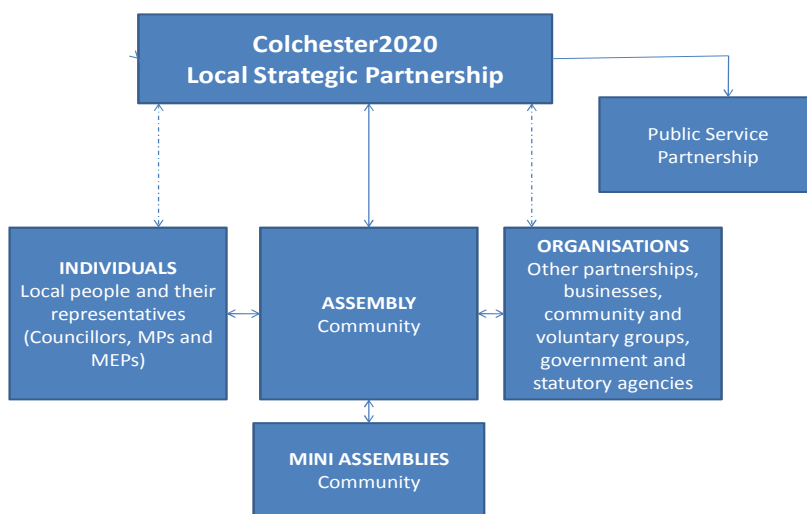
Colchester2020 is the Local Strategic Partnership that covers the geographical area of Colchester Borough Council. It exists to improve the quality of life of all residents, visitors, workers and students in the area through a shared strategic and longer term overview and by strengthening the connection between public sector agencies, local government, the voluntary and community sectors, businesses and local residents. It does this **by:**

- Consulting with all sectors of the community (either directly or through its partners) to identify key economic, social and environmental concerns for the area.
- Developing a long term vision.
- Preparing a Sustainable Community Strategy to deliver the vision.
- Lobbying, influencing and bringing people together to deliver the Colchester2020 vision.
- Monitoring progress against the priorities it sets itself.

Colchester2020 is not a statutory body but it does have a responsibility to shape the type of place Colchester should be in the years to come and to provide the leadership to deliver this 'future vision'. It consists of:

- The Partnership
- The Assembly
- The Priority Delivery Groups
- The Mini-assemblies
- Leadership of the Public Service Partnership
- Influence of all organisations within the area

THE PARTNERSHIP STRUCTURE



The Assembly meets annually and Colchester2020 will report its achievements to this annual meeting. The Assembly will also be consulted on any major changes to the vision and/or priorities. It exists to enable local people to be actively involved in shaping the long term future of the borough, and provide a check and balance of Colchester2020's achievements as part of a public forum.

The Partnership meets at a minimum of six times a year and, on other occasions as and when necessary, to deal with pressures of work.


Five Priority Delivery Groups have been set up to deliver the Colchester2020 key priorities, each chaired by a member of the Partnership. Membership of these Delivery Groups includes Colchester2020 partners who wish to be involved and any other people so determined by the Group Chair, with the aim of being 'inclusive'. They meet as and when necessary and can call Mini Assemblies to address or consult on key issues associated with the priority.

The Public Service Partnership (PSP) is accountable to Colchester2020 and its members are drawn from the major public sector bodies that are responsible for the provision of local public services. It exists to help encourage joint working between these organisations by developing joint projects to invest resources in a co-ordinated way. Together the PSP responds to, and meets, the objectives of the Local Area Agreement (LAA) so as to best meet the needs of local people.

The PSP reports annually to Colchester2020 on its achievements and how it has met the vision and priorities of the Sustainable Community Strategy. More detailed reports are made every quarter throughout the rest of the year. The PSP is chaired by a member of Colchester2020.

July 2009

13 July 2009

Report of	Executive Director	Author	Ann Wain
Title	Strategic Plan Action Plan 2009/10		 282212
Wards affected	Not applicable		

This report provides the Strategic Plan Action Plan for 2009/10

1. Decision(s) Required

1.1 To approve the Strategic Plan Action Plan for 2009/10.

2. Reasons for Decision

2.1 In order to ensure delivery of the overall Strategic Plan annual action plans need to be approved to enable progress to be monitored.

3. Alternative Options

3.1 Without an annual action plan the progress towards the overall plan cannot be monitored.

4. Supporting Information

4.1 The Strategic Plan 2009 to 2012 was approved and adopted by Council on 18 February 2009. The core plan was kept deliberately short to make it accessible to a wide range of audiences. It is supported by two additional levels of detail:

1. Each priority has a page that describes the high level actions and outcomes expected over the three year life of the plan. A copy of these priorities are at Appendix 2.
2. An action plan that is presented for approval (Appendix 1) here, that details the actions for the next year. The aim of this document is to provide a tool for performance management, to check that we are on track to deliver the strategic plan.

4.2 The action plan is being presented at this stage to ensure it contains the right actions for the coming year

4.3 Progress against the actions will be reported on a six monthly basis to Strategic Overview and Scrutiny Panel and Cabinet.

5. Strategic Plan References

5.1 This Action Plan is about delivery of the Strategic Plan and is critical to ensure that we have appropriate actions to enable us to do so.

6. Consultation

6.1 Comprehensive consultation was undertaken in order to decide the content of the Strategic Plan, including consultation with a range of hard to reach groups.

7. Publicity Considerations

7.1 The Strategic Plan has been widely communicated following its adoption at Council, including inclusion in the Courier

8. Financial implications

8.1 The budget strategy for 2009/10 was approved and adopted by Council alongside the Strategic Plan in February. The delivery of the Strategic Plan is the driver for the budget strategy.

9. Equality, Diversity and Human Rights implications

9.1 An Equality Impact Assessment has been undertaken for the Strategic Plan.

10. Community Safety Implications

10.1 N/A.

11. Health and Safety Implications

11.1 N/A.

12. Risk Management Implications

12.1 There are significant risks if the Strategic Plan Action is not right, or is not used to monitor delivery. The result would be that the outcomes in the Strategic Plan would not be achieved, which would impact directly on our residents

Background Papers

Strategic Plan
Priorities on a Page

Appendix 1

Strategic Plan – action plan 2009-10 actions

This action plan is a working document. Updated copies are issued annually. What follows here is the action plan for 2009-10, covering the year from April 2009 to March 2010.

Progress will be monitored regularly by the Council's Cabinet and by the Strategic Overview and Scrutiny Panel.

Strategic Plan action plan – 2009-10 actions

Addressing older people's needs

Action	Outcome	Outputs	Timescales	GMT lead	Partners	WWW link
Survey, analyse and review services using existing insight from partners and top 5 issues from older people's groups	Appropriateness and focus of services tested against the local priorities for older people	Agree with partners our top 5 priorities for action in Colchester Develop action plans for these priorities	May 2009 August 2009	Matt Sterling	Essex County Council/ NHS North East Essex/ Colchester Borough Homes/ Voluntary sector partners	Customer Excellence
Create a "Younger and Older People's Community Development" resource	Officer capacity to progress the Strategic Plan priorities around younger and older people	Officer capacity within the Life Opportunities Service group secured	March 2009	Gareth Mitchell		People
Engage Essex County Council and NHS North East Essex as primary partners with strong links to named officers in both organisations	Effective partnership working with the two key statutory agencies for older people's services	Named link officers identified Establish effective communication/joint-working with named link officers	April 2009 March 2010	Gareth Mitchell	Essex County Council/NHS North East Essex	Place Shaping
Encourage take up of benefits by older people through Welfare Rights team	Increased incomes for residents aged 60+	Agree Service Level Agreement with Age Concern Help older people access £300,000 extra income	April 2009 March 2010	Matt Sterling	Age Concern Colchester	Customer Excellence

Action	Outcome	Outputs	Timescales	GMT lead	Partners	WWW link
Set up a quarterly Colchester 'Older People's Forum' that feeds into setting annual key priorities	Clearer understanding of priorities for older people's services	First meeting held Agree work plan for this forum	April 2009 July 2009	Matt Sterling	Essex County Council/ NHS North East Essex/ Colchester Borough Homes/ Voluntary sector partners	Customer Excellence
Use the assessment of older people's housing needs to prioritise investment including investigating the potential of a Care Village	Improve the feelings of safety for citizens in later life Promote independence in the home Dispel the myth that people in later life are a burden	Options paper to relevant Portfolio Holder(s) setting out needs, opportunities and constraints	March 2010	Tina Hinson	Essex County Council Adults Health and Community Well-Being, Supporting People, Service Providers.	Customer Excellence

Addressing younger people's needs

Action	Outcome	Outputs	Timescales	GMT lead	Partners	WWW link
Lead the Colchester Children and Young People's Strategic Partnership (CCYPSP) in focusing on priority needs	Effective local delivery of children and young people's services	PFH for Performance and Partnerships appointed Chair of the CCYPSP	March 2009	Gareth Mitchell	Essex County Council/NHS North East Essex/Essex Police/Learning and Skills Council/local Schools/Voluntary sector partners	Place Shaping
Work with key partners to ensure the safety and wellbeing of our children	Safeguarding children is a priority for CBC and our partners when developing joint initiatives	Safeguarding agenda embedded in the work of the CCYPSP Completion of Section 11 (Children Act 2004) Audit of CBC's safeguarding arrangements and resulting action plan.	December 2009 March 2010	Gareth Mitchell	Essex County Council/NHS North East Essex/Essex Police/Learning and Skills Council/local Schools/Voluntary sector partners	Place Shaping
Increase collaboration between the council, local schools and their students	Effective communication and partnership working between CBC, local schools and students	CBC Cabinet to meet regularly with Colchester Young Essex Assembly members Agree with CCYPSP partners (including schools) a "Life Opportunities" target around primary school attendance	Ongoing September 2009	Gareth Mitchell/Matt Sterling	Essex County Council/NHS North East Essex/Essex Police/Learning and Skills Council/local Schools/Voluntary sector partners	Customer Excellence

Action	Outcome	Outputs	Timescales	GMT lead	Partners	WWW link
Create a "Younger and Older People's Community Development" resource	Officer capacity to progress the Strategic Plan priorities around younger and older people	Officer capacity within the Life Opportunities Service group secured	March 2009	Gareth Mitchell		People
Assist in enabling a broader provision of voluntary/charitable youth groups/activities based in local communities	More positive activities for young people	Positive activities identified in the Colchester Children and Young People's Plan and CCYPSP Commissioning themes Make Community Development officer capacity available to community/voluntary groups	September 2009 April 2009	Gareth Mitchell	Essex County Council/NHS North Essex/Essex Police/Learning and Skills Council/local Schools/Voluntary sector partners	Place Shaping
Actively work with NHS North East Essex Healthy Schools Team to implement prevention services targeted at children and families in deprived neighbourhoods.	Reduced levels of childhood obesity and teenage pregnancies	Promote anti-obesity programmes such as MEND through Healthy School workers	May 2009	Matt Sterling	NHS North East Essex/ CCYPSP	Place Shaping
Review and deliver the Colchester Play Strategy	Improved access to play opportunities for children and young people	Agree revised Play Area Development Plan and begin implementation of the action plan	March 2010	Bob Penny	CCYPSP	Place Shaping

Action	Outcome	Outputs	Timescales	GMT lead	Partners	WWW link
Ensure the work on raising skills levels in the Economic Prosperity Strategy is focused on youth skills priorities	Provide younger people with the skills to enable them to compete effectively in changing economic conditions	Work with the Learning Skills Council, North East Essex Education Business Partnership, including Heads of Schools and the Colchester Institute, to help ensure that the 14-19 agenda including the Diploma and Apprenticeship has the appropriate level of business engagement	March 2010	Nigel Myers	Learning Skills Council/ North East Essex Business Partnership/Colchester Institute	Place Shaping

Community development

Action	Outcome	Outputs	Timescales	GMT lead	Partners	WWW link
Develop a Place Shaping strategy to delegate decision making and service delivery to local communities and respond to the opportunities provided by the Sustainable Communities Act 2007	Clear CBC approach to Sustainable Communities Capacity building within Community for delegated decision making	Citizens Panel established Constitution amended to reflect new legislation Paper on strategy to Leadership Strategy adopted	October 09 October 09 June 09 Mar 10	Ian Vipond	LSP RAG	Place Shaping
Work with a wide range of statutory and voluntary organisations to deliver the projects in the action plans for the sills and worklessness 'Life Opportunities' targets	Increased skills levels and decreased levels of worklessness amongst residents	Support 11 Learning Champions (ongoing) Agree Grant to Signpost	Ongoing April 2009	Matt Sterling	Learning and Skills Council Essex/Job Centre Plus/ Adult Community College/Signpost	Place Shaping
Invest in voluntary sector organisations to direct work at our Strategic Plan priorities	The voluntary sector contributes work to achieve our strategic priorities	Grants agreed Grants awarded Monitor performance	February 2009 April 2009 October 2009 and March 2010	Matt Sterling	Grassroots	Place Shaping

Action	Outcome	Outputs	Timescales	GMT lead	Partners	WWW link
Work with communities to release resources from a range of sources to deliver tangible community provision using the community facilities audit	More community facilities	Development Team attended fortnightly by Community Development Co-ordinator Community Facilities Audit completed New Community Facilities Supplementary Planning Document adopted	Ongoing June 2009 March 2010	Matt Sterling	Parish councils	Place Shaping
Identify and work with residents to build their skills to work in their communities	Increased volunteering and pride in communities	Quarterly action planning meetings held with 11 Learning Champions Mini-conference held to support resident NAP members	April 2009 to March 2010 April 2009	Matt Sterling	Learning and Skills Council Essex	Place Shaping
Engage residents and community groups in target wards to foster increased community spirit and achieve community priorities	Increased pride in communities, increased volunteering, reduced fear of crime	Finalise proposal for a Safer Colchester pilot with Essex Management Board	July 2009	Matt Sterling		Place Shaping

Community safety

Action	Outcome	Outputs	Timescales	GMT lead	Partners	WWW link
Co-ordinate a series of 'Days of Action' to tackle crime and improve the quality of life in neighbourhoods	Reduced anti-social behaviour and fear of crime	3 days organised and delivered	Ongoing	Matt Sterling	Essex Police Essex County Council/Colchester Borough Homes/Registered Social Landlords	Place Shaping
Reduce crime and anti-social behaviour in the town centre in the evening and encourage greater use by people of all ages	An increased positive perception of the Town Centre during the evening which generates a diverse range of people who are attracted by a wider range of events/activities on offer. The wider range of town centre users promotes a self-regulating approach to anti-social behaviour which reduces the reliance on enforcement activity	Final report from the Night time Economy Task & Finish Group which includes short, medium and long-term action recommendations to be fed into ongoing work related to the Town Centre. Workshop in May to gain customer insight and engage key stakeholders Peer Research to gain customer insight	Report by August 09 Workshop in May 09 Peer Research in June 09	Beverley Jones	Essex Police University of Essex	Place Shaping
Support the development and extension of the SOS and Community Bus Project	Financial sustainability for the SOS Bus	Open Road operate the Bus Friday and Saturday evenings CDRP funding for bus performance managed	Ongoing October 2009 and March 2010	Matt Sterling	Open Road	Place Shaping

Action	Outcome	Outputs	Timescales	GMT lead	Partners	WWW link
Together with our partners enable communities to challenge anti-social behaviour and develop Neighbourhood Action Panels to ensure community issues are being actioned and resolved	Reduced anti-social behaviour and improved responsiveness by Police, CBC and ECC	15 panels serviced on a monthly or bi-monthly basis Mini-conference for participants held Border changes implemented	Ongoing April 2009 July 2009	Matt Sterling	Essex Police	Place Shaping

Congestion busting

Action	Outcome	Outputs	Timescales	GMT lead	Partners	WWW link
Devise planning policy which ensures new developments incorporate walking, cycle routes and public transport services at the initial planning stages	<p>Planning documents which articulate our plans and can be used to influence others including our partners, the private sector (developers) and funding bodies such as the HGP, EERA, EEDA</p> <p>Increase funding for transportation measures to address congestion through behavioural change.</p>	<p>Updated Transport Strategy Document for Colchester for inclusion in LTP3.</p> <p>Transportation policies included within Development Control Policies and land for transport infrastructure identified in the Site Allocations</p>	December 2009	Karen Syrett	<p>Essex County Council lead on LTP</p> <p>Highways Agency</p> <p>Transport providers</p>	Place Shaping
Set up a travel behavioural change programme working with existing communities	<p>Increase the number of people using alternative methods of travel to access the station, the town centre, schools and places of employment.</p>	<p>Residential Sign contract with "personalised travel" planning company.</p> <p>Introduce travel planning in the High Woods area linked to the Cycling Town initiative</p> <p>Education Workshop held with ECC and partners to identify priorities and actions for</p>	<p>June 2009</p> <p>2009/10</p>	Karen Syrett	<p>Cycling Town Partnership :</p> <p>Essex County Council</p> <p>Highways Agency</p> <p>Colchester 2020</p>	Place shaping

Action	Outcome	Outputs	Timescales	GMT lead	Partners	WWW link
		education, residential and business				
		Business Approval of the Severalls Travel Plan	2009/10	Nigel Myers		
Work in partnership to release land and deliver the A12 junction, the Northern Approaches Road and the Busway.	Provide new access and release land for housing and economic development through delivery of the A12 Junction and relieve congestion around the North Station area.	CIF2 funding awarded Renegotiation of Severalls s106 Notice served on agricultural tenant and Land released for construction of the infrastructure	April 2009 March 2010 July 2009	Karen Syrett / Fiona Duhamel	Essex County Council lead on CIF bid and Junction construction Highways Agency English Partnership EEDA Developers Homes and Communities Agency, BP	Place Shaping
Consider a planning application and make available land to allow delivery of Park and Ride at North Colchester	Increase the attractiveness of the town centre as a place to live, work, shop and visit. Reduce greenhouse gasses produced by transport	Location and site included in LDF Site Allocation document Provide support to ECC in order to secure funding	November 2009 March 2010	Karen Syrett / Fiona Duhamel	Essex County Council	Place Shaping

Action	Outcome	Outputs	Timescales	GMT lead	Partners	WWW link
Upgrade existing and construct new cycle routes using newly acquired Cycling Town status and improve cycle security at rail stations to encourage residents to use bikes/public transport	Increase the levels of people cycling. Reduce greenhouse gasses produced by transport	1.5km of Foot and Cycle paths improved across High Woods Country Park. 2.5km of foot and cycle paths improved through the Highwoods residential area. Launch the improved High Woods Town Centre to Community Stadium Route Improve the routes linking Greenstead to the Hythe Station area	March 2010 June 2009 June 2009 March 2010	Karen Syrett	Cycling Town Partnership : Essex County Council Colchester 2020	Place Shaping
Commence the changes to the town centre to reduce traffic and improve reliability of the bus operation	Increase the operational reliability of passenger transport especially in the town centre.	Reach agreement between CBC and ECC on key fundamentals to be agreed for delivery. Agree a programme of delivery for Town Centre Transport Project Deliver a number of	April 2009 May 2009 December	Karen Syrett / Fiona Duhamel	Essex County Council Bus operators	Place Shaping

Action	Outcome	Outputs	Timescales	GMT lead	Partners	WWW link
Improve the environments in and around Colchester's stations, increase the length of platforms at the Hythe station to allow for improved train operation and approve a pilot Travel Plan for Colchester Station	Increase the number of people using alternative methods of travel to access the station and places of employment. Reduce greenhouse gasses produced by transport	"quick wins" to improve public realm and transport Lengthened platforms at the Hythe Improved environment to the Hythe Station Submit Pilot Station travel plan to ATOC. Set up governance arrangements with Partners Improve and increase level of cycle parking at North Station	2009 September 2009 September 2009 May 2009 May 2009 December 2009	Karen Syrett / Fiona Duhamel	Essex County Council National Express East Anglia Cycling Town Partners	Place Shaping
Work with Essex County Council to deliver acceptable sustainable changes to the A133	Provide new access and release land for housing and economic development through delivery of the A12 Junction and relieve congestion around the North Station area.	Modifications to the Albert, Colne Bank and Essex Hall Roundabout	April 2009	Karen Syrett	Essex County Council	Place Shaping

Action	Outcome	Outputs	Timescales	GMT lead	Partners	WWW link
LDF Preparation;	Spatial planning plays a central role in the overall task of place shaping and in the delivery of land uses and associated activities.	Site Allocations DPD	Submission November 2009	Karen Syrett	Essex CC Highways Agency Colchester 2020 Developers PCT Health Authority Environment Agency English Heritage Natural England HG Ptnership Network Rail National Express Parish Councils	Place Shaping
Site Allocations DPD – submission November 2009, examination March 2010 and adoption August 2010.		Dev Policies DPD				
Development Policies DPD - submission November 2009, examination June 2010 and adoption November 2010.		NS Masterplan	April 2010			
Supplementary Planning Documents due for adoption 2009 – 11.		Nrth Col. Masterplan Community Facilities SPD Affordable Housing SPD Backland Dev SPD	April 2010 September 2009 September 2009 September 2009			
Complete East Transit corridor Feasibility Study	Identification of feasible options to deliver improved connections between East Colchester and Town Centre	Feasibility Study Report to allow consideration of options	April 2009	Karen Syrett / Fiona Duhamel		Place Shaping

Enabling job creation

Action	Outcome	Outputs	Timescales	GMT lead	Partners	WWW link
Exploit Colchester's strategic location between London, Stansted and the Haven Gateway ports to promote international trade, secure inward investment and major infrastructure projects	Create 10 new jobs through Foreign Direct Investment Refresh 'Choose Colchester' inward investment promotion pack Launch tactical campaign directed at 200 key relocation decision makers in the UK Lobby East of England International to shortlist Colchester for all appropriate foreign direct investment enquiries Use culture led place marketing to attract inward investment	LAA2 Economic Prosperity Strategy 2007-2010 National, regional and local targeted publicity	March 2010	Nigel Myers	Essex County Council/ExDRA East of England International (EEI)	Place Shaping
Ensure the availability of sufficient quality employment land via our planning process to meet the needs of our residents	Provide policy expertise to help secure additional 3.2 ha of employment land defined as being of high quality Convert redundant rural buildings into 10 units for commercial use	LDF Economic Prosperity Strategy 2007-2010	March 2010	Nigel Myers	Haven Gateway Partnership	Place Shaping
Use planning gain and other funding streams to raise the number of apprenticeships	Adoption of Supplementary Planning Gain proposal to utilise S.106 funding for the provision of training and apprenticeships	LAA2 Economic Prosperity Strategy 2007-2010	March 2010	Nigel Myers	North East Essex Education Business Partnership	Place Shaping

Action	Outcome	Outputs	Timescales	GMT lead	Partners	WWW link
and increase the take up of training and employment opportunities	Create in partnership with the North East Essex Education Business Partnership an additional 100 company placements/apprenticeships as part of their 'Crossing the Gap' initiative				Learning Skills Council	
Increase incubation and grow-on space to sustain business growth	Secure funding and management arrangements for incubation and grow on space in North Colchester Influence and provide policy expertise for the development of additional incubation and grow on space at other sites such as Stane Park	LAA2 Economic Prosperity Strategy 2007-2010	March 2010	Nigel Myers	EEDA Colchester Business Enterprise Agency	Place Shaping
Support the creation of new businesses by working in partnership with other agencies nationally and regionally to market Colchester as a preferred business location	Actively support campaigns such as National Enterprise Week in November 2009 to encourage the growth of self employment and business start up activity Utilise LAA1 Reward Grant and partner contributions to increase the level of business start up particularly from those who are currently under represented in the business community	LAA2 Economic Prosperity Strategy 2007-2010	December 2010	Nigel Myers	Colchester Business Enterprise Agency Business Link	Place Shaping

Action	Outcome	Outputs	Timescales	GMT lead	Partners	WWW link
Sustain and where possible strengthen the independent retail sector within the retail offering of the borough	<p>Promote Colchester through targeted trade publications using editorial rather than paid for advertising</p> <p>Work with the Colchester Town Centre Business Planning Group to agree and implement projects in the town centre which will increase footfall and retail expenditure</p> <p>Identify and prioritise opportunities outside of the town centre for strengthening the retail offer</p> <p>Use Festival to improve Colchester's profile as a destination for visitors and businesses</p> <p>Contribution to other Town Centre land place marketing initiatives to improve sense of place eg night time economy</p>	<p>Programme of coordinated events including the Christmas Lights and Colchester in Bloom</p> <p>Deliver Year 1 actions from the festival development strategy and evaluate and report findings</p> <p>Set of principles and priorities for the Town Centre agreed and action plans in place to address key issues and opportunities</p> <p>Investigation into the benefits of an Area action plan for the Town Centre</p>	January 2010	Nigel Myers/Fiona Duhamel	Colchester Town Centre Business Planning Group	Place Shaping

Action	Outcome	Outputs	Timescales	GMT lead	Partners	WWW link
Raise the skill levels of the local workforce to obtain better paid employment by innovative collaboration with employers, educational institutions and other key partners	Work with LAA partners to increase the proportion of the working age population qualified to at least Level 3 or higher by 1% Use s.106 funding to provide NVQ 2 training for up to 150 residents to secure employment with Sainsbury's and Waitrose Effectively signpost in collaboration with partner organisations skills and employment opportunities in the borough Work with the North East Essex Education Business Partnership, including Heads of Schools and the Colchester Institute, to help ensure that the 14-19 agenda including the Diploma and Apprenticeship has the appropriate level of business engagement Implement the Colchester internship/company placement scheme with the University of Essex.	LAA2 Economic Prosperity Strategy 2007-2011	November 2010	Nigel Myers	Learning Skills Council Business Link Chamber of Commerce North East Essex Education Business Partnership	Place Shaping

Healthy living

Action	Outcome	Outputs	Timescales	GMT lead	Partners	WWW link
Work with a wide range of statutory and voluntary organisations to deliver the projects in the action plans for the Local Area Agreement and 'Life Opportunities' targets on childhood obesity, smoking and teenage pregnancy	Reduced levels of childhood obesity, smoking, and teenage pregnancies	Agree Joint Appointment with NHS NEE Review of action plans with NEE NHS With PSP partners, commission projects to contribute to this work using PRG funding	May 2009 July 2009 April 2009	Matt Sterling	NHS North East Essex/Voluntary partners	Place Shaping
Co-ordinate the Lottery-funded MEND (childhood obesity) scheme	Increased awareness of healthy eating and exercise	Secure continuation funding	June 2009	Matt Sterling	NHS North East Essex	Place Shaping
Deliver the NHS North East Essex collaboration plan for healthy lifestyles and attract funding for new health initiatives	More people leading healthy, active lifestyles, reduced levels of childhood obesity and more adults participating in sport	Deliver Bodycare Roadshows in 10 schools Deliver sports coaching in 20 schools Introduce 3 new health walks	March 2010 March 2010 September 2009	Simon Grady	NHS NEE Local schools School Sports Partnership Local sports clubs	Place Shaping and Customer Excellence
Give advice to residents on accessing grants to better insulate their homes	Warmer homes and reduced fuel bills for residents aged 60+	Provide 4-day-per-week service Advise 500 people on better insulating and heating their homes	Ongoing March 2010	Matt Sterling		Customer Excellence

Action	Outcome	Outputs	Timescales	GMT lead	Partners	WWW link
Deliver the NHS-funded fuel poverty scheme ('Warm Homes 2')	Improved healthiness amongst target group	Follow-up contact made with patients who have not responded Fund heating and insulating work in 15 homes Report on pilot scheme outcomes	April 2009 January 2010 January 2010	Matt Sterling	NHS North East Essex/New Town GP Surgery	Customer Excellence
Deliver the Community Sport Network action plan and the Development Plan for Sport	More people leading healthy, active lifestyles, reduced levels of childhood obesity and more adults participating in sport External investment in sports provision in Colchester	Launch new "Active Colchester" website to incorporate all local opportunities provided by CBC and its partners New Borough-wide development plan produced including local priorities for sport and leisure provision	June 2009 September 2009	Simon Grady	Active Colchester	Place Shaping and Customer Excellence
Work with partners to deliver the London 2012 Partnership Plan	More people leading healthy, active lifestyles, reduced levels of childhood obesity and more adults participating in sport	Co-ordinate the Colchester 'offer' to Olympic and Paralympic Committees to maximise the chances of securing a pre games training or preparation camp in the Borough	Ongoing	Simon Grady	Garrison, University of Essex, NHS NEE, School Sport Partnership	Place Shaping and Customer Excellence

Homes for all

Action	Outcome	Outputs	Timescale	GMT lead	Partners	WWW link
Co-ordinate, provide and promote an advice service with partners to make sure people get all the help they need to remain in their own homes.	More people are able to remain in their own homes	Recommendations made as part of Housing Services Review. Investigate opportunities that arise from introduction of 'Public Sector village'. Reduction in homelessness applications. Increase in homelessness prevention figures. Decrease in the use of temporary accommodation.	March 2010	Peter McDonagh	CAB Shelter Housing Forum Young Persons Housing Forum Colne HA Essex Mediation Swan HA April Centre	Place Shaping and Customer Excellence
Lead a review of private and publicly owned sites including rural exception sites to deliver new affordable housing across the borough.	Land assets are used efficiently to maximise the delivery of affordable housing. Public sector land is made available for affordable housing.	Identify ownership of land 2009/2010.	March 2010	Tina Hinson / Karen Syrett	Homes and Communities Agency, Public Authorities, Private Landowners	Place Shaping
Implement Colchester's Local Development Framework, including a robust Affordable Housing Supplementary Planning Document to seek 35% of all new	The Planning system is used effectively to deliver safe, secure, decent and affordable homes.	Draft policy completed March 09. Consultation completed June 09. Final document approved October 09.	October 2009	Karen Syrett	RSLs	Place Shaping

Action	Outcome	Outputs	Timescale	GMT lead	Partners	WWW link
homes to be affordable on sites with 3 or more homes in rural areas and 10 or more homes in urban areas.						
Adopt a site allocations development plan document to ensure a 15 year rolling supply of housing sites.	The Planning system is used effectively to deliver safe, secure, decent and affordable homes.	Submission of DPD November 2009. DPD adopted and published August 2010.	August 2010	Karen Syrett	ECC	Place Shaping
Ensure that all Council homes meet the Decent Homes Standard.	Ensure that all Council homes meet the Decent Homes Standard by December 2012.	To complete the procurement and restart the Decent Homes programme.	October 2009	Mike Scarlett	CBH/Ridge and Partners	Place Shaping and Customer Excellence
Identify private properties to target for improvement to the Decent Homes standard and seek external funding to deliver.	Prioritized risk based inspection of all properties in New Town with completed report.	A detailed survey of properties in the New Town area to be completed. Recommendations for action reported to Portfolio Holder. Investigate possible sources of additional / external funding. Work with Fuel Poverty Officer to identify properties for work that would make them "decent".	Inspections completed October 2009 Final report December 2009	Peter McDonagh	Consultants to carry out survey	Place Shaping and Customer Excellence

Action	Outcome	Outputs	Timescale	GMT lead	Partners	WWW link
Encourage the return of empty properties to use.	A reduction in the number of properties on the council tax register as being empty over 6 months in the borough.	Rewrite and implement 'Empty Homes Strategy' prioritising action on the longest standing empty properties first. Target: 80 empty properties bought back into use.	March 2010	Peter McDonagh	n/a	Place Shaping

Reduce, reuse, recycle

Action	Outcome	Outputs	Timescales	GMT lead	Partners	WWW link
Prepare an options appraisal to identify potential future service delivery	Further exploration of the options identified within the appraisal	The establishment of a Member Task and Finish group through the Policy Review and Development Panel Recommendations to Cabinet on the option to be taken forward	Task and Finish group to commence April 2009 and report back to Policy Panel October 2009 Recommendations to Cabinet from panel by December 2009	Chris Dowsing	Task and Finish Group Members	Place Shaping
Extend the kerbside recycling service to all flats	Extended recycling facilities to residents living in flats	Increased levels of recycling helping to achieve the Councils recycling targets. Greater participation and levels of satisfaction	Procurement of materials from April 2009 with installation and extended service Summer 2009	Dave McManus	Developers and private and social landlords	Place Shaping and Customer Excellence
Carry out education and information programmes that persuades and encourages residents to reduce their waste and recycle all materials	An increase in waste minimisation, reuse and participation in the Council's recycling services	Increased levels of participation in the Council's kerbside recycling collection service Increased levels of recycling to meet LAA2 targets Reduction in the overall levels of waste arisings going to landfill	Door steppers project to commence May 2009	Chris Dowsing	To be selected through tender process	Place Shaping and Customer Excellence

Action	Outcome	Outputs	Timescales	GMT lead	Partners	WWW link
Carry out cleaning blitzes and increase visibility of street based staff and resources	Highly visible street cleaning service with in depth cleansing operation. Additional resources targeting areas where routing cleaning is inadequate	Increased levels of street cleaning on specified days. Involvement of ward members and residents groups Increased customer satisfaction	Commenced January 2009. Programme currently in place until December 2009	Dave McManus	Ward members	Place Shaping and Customer Excellence
Investigate a food waste collection service	Food waste collections fully investigated and understood as part of an effective waste and recycling collection scheme	The collection of food waste will be investigated further by the Member Task and Finish group set up to look at the options in more detail.	Task and Finish group to commence April 2009 and report back to Policy Panel October 2009	Chris Dowsing	Task and Finish Group Members	Place Shaping and Customer Excellence
Provide a free recycling service to all Schools	Schools and young people are recycling more in conjunction with the Eco schools programme	The collection of recycled materials from schools Increased educational work and behavioural changes	A free recycling service is now offered to all schools who sign up to CBC as customers for residual waste The extension to the flat recycling scheme is envisaged to provide the capacity to enhance this service	Dave McManus		Place Shaping

Action	Outcome	Outputs	Timescales	GMT lead	Partners	WWW link
Investigate the potential benefits to Colchester of an Inter Authority Agreement with Essex County Council	The potential benefits of an Inter Authority Agreement with Essex County Council are explored through the East Area Waste Management Joint Committee and through 1-2-1 discussions with Essex County Council.	An agreement is reached with Essex County Council to enter into or not an inter authority agreement.	Meetings with Essex County Council will take place in March 2009. If an agreement is reached the decision will go forward to Cabinet.	Chris Dowsing	Essex County Council	Place Shaping
Work with voluntary and charitable organisations to promote and enable the reuse of a range of household items and materials	More material is taken from the waste stream and diverted for reuse rather than being sent to landfill	Support is provided by the Council to voluntary and charities willing to engage in the reuse of materials	This will be an ongoing engagement with these groups to take advantage of opportunities as they arise	Chris Dowsing	Voluntary groups and charities operating within the Borough	Place Shaping



Cabinet

13 July 2009

Item
8(i)

Report of	Head of Resource Management	Author	Sean Plummer ☎ 282347
Title	2010/11 Budget Strategy, Medium Term Financial Forecast and Budget Timetable		
Wards affected	Not applicable		

This report asks Cabinet to note:

- **The current financial position for the financial years 2008/09 and 2009/10**
- **The budget forecast and timetable for the 2010/11 budget**
- **An updated Medium Term Forecast for the period to 31 March 2012**
- **An update of the Revenue Balances and Capital Programme and approve the release of funding for a capital project.**

1. Decisions Required

- 1.1. To note the pre-audit outturn position for the financial year 2009/10.
- 1.2. To note the budget forecast, approach and timetable for the preparation of the 2010/11 budget.
- 1.3. To note the updated Medium Term Financial Forecast for the period to 31 March 2012 as set out at Appendix A.
- 1.4. To note the latest position in respect of the Capital Programme and agree to the proposed release of funding as set out at paragraph 7.

2. Reasons for Decisions

- 2.1. The Council is required to approve a financial strategy and timetable in respect of the financial year 2010/11 and a Medium Term Financial Forecast for the two subsequent financial years.

3. Financial Overview 2008/09 and 2009/10

3.1 *Financial Year 2008/09*

The Pre-Audit Outturn report for the year to 31 March 2009 has been presented to the Finance and Audit Scrutiny Panel (FASP) on 30 June 2009. A draft Statement of Accounts was considered by the Accounts and Regulatory Committee on the same day.

- 3.2. The overall position shows a net underspend on budgets of £272k after allowing for a number of agreed carry forward items.

3.3 *Financial Year 2009/10*

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

- Pay award saving for 2009/10 of c£200k (this excludes Housing Revenue Account (HRA) saving of c£40k)
- Estimated provision for costs in respect of firstsite:newsite (FS:NS) legal expenses of c£485k as reported in the separate report on this agenda.

3.4. There are other risks areas that are likely to impact on the budget position such as income, impact of closure of fitness pool, net interest earnings, energy cost and delivery of energy/carbon savings and achievement of corporate targets

3.5. It is therefore proposed that the FS:NS cost is covered by the £200k pay award saving and balances (see section 6).

4. **Budget Forecast for 2010/11**

4.1 Appendix A sets out a budget forecast for 2010/11 and a Medium Term Financial Forecast for the subsequent two years including the key assumptions. The current forecast budget gap for 2010/11 is £526k, summarised below:-

	2010/11 £'000
Base Budget	24,432
Remove one-off items	(21)
Cost Pressures (incl. inflation)	683
Growth Items	(198)
Savings	(320)
Forecast Base Budget	24,576
Government Grant	(12,911)
Council Tax	(10,613)
Use of Reserves	(526)
Total Funding	(24,050)
	526

4.2 The key assumptions in respect of the 2010/11 forecast are:

- Additional cost pressures total £683k and includes provision of £154k for additional pension fund contributions as part of the most recent pension fund review and an allowance of £150k in respect of the Core Strategy examination. Also included is the financial impact of the proposal in respect of Layer Road (see separate agenda item) and an initial estimate of reduced net investment income arising from the current economic position.
- Inflation has been allowed for at an average of 2% for non-pay budgets and 1% for pay budgets. The pay award savings are c£600k for 2010/11 which is the second year of an agreed pay settlement and therefore are certain. Other inflation assumptions will be reviewed during the year when we have clearer forecasts for costs such as energy.

- Growth items primarily reflect the adjustment for one off items from 09/10.
- Savings include an estimate of £200k in respect of savings in running costs through the sale of Angel Court.
- Forecast Revenue Support Grant has been assessed based on the 3 year grant settlement announced as part of the Comprehensive Spending Review 07 and is therefore more certain than estimate in earlier years.
- An increase in Council Tax of 2.76% (in line with the increase applied in 2009/10) has been included together with an increase in the Council Tax Base (the equivalent number of Band D properties) of 1%. These assumptions will need to be reviewed as the 2010/11 Budget process progresses.

4.3 There are a number of significant budget risks that may affect the 10/11 budget process and these are set out within Appendix A. The risks include items that could be positive to the budget forecast as well as negative. The current list of risks will be monitored and amended throughout the budget process.

4.4. In summary there is a forecast budget gap of circa £526k. However, given the level of risks it is possible that further savings will be required to produce a balanced budget.

Delivering the 2010/11 Budget

4.5. The Council's approach to the budget is that it is primarily driven by the Strategic Plan. We have adopted a number of different ways to identify savings or additional income to support Strategic Plan priorities and to meet a number of substantial cost pressures. The strategy for 09/10 was based upon

- Negotiation and challenge of costs to deliver savings
- Taking steps to mitigate cost pressures through cost savings measures
- Minimising the impact and cost of redundancies through redeployment and managing vacant posts
- Carrying out detailed budget reviews of specific areas to shift resources to maintain and also invest in services to deliver priorities
- Using reserves in a managed and prudent way.

4.6. For 2010/11 it is proposed to continue to build on these approaches making a number of improvements to the process.

4.7. An externally facilitated workshop has been held with Cabinet members and the Senior Management Team (SMT). This has helped to identify a number of areas to review as part of the budget.

4.8. A Budget Group comprising Cabinet members and senior officers has been established and is meeting monthly. This group is considering a wide range of potential budget issues including reviewing specific service areas, the main budget assumptions and the outcomes of the budget workshop. We are taking a project planning approach to ensure the process is managed on time and that proposals can be fully assessed.

4.9. A series of Fundamental Service Reviews (FSR) are either under way or due to start this year. These build on the reviews carried out in respect of large parts of Environmental and Protective Services. The areas for review this year include:-

- Housing functions
- Parts of Street Services
- Revenues and Benefits

4.10. The FSR approach is focused on delivering:-

Customer excellence (e.g. improved processes, increased first call resolution etc)
 Effectiveness (e.g. reduced activity that is not contributing to the delivery of outcomes)
 Efficiencies (e.g. cost savings, better use of ICT, improved productivity etc)

4.11. FSRs are not solely budget driven, however, through a challenging approach they form an important part of the budget strategy.

4.12. The Council's approach to budgets has always been to consider the longer-term impact of decisions. The budget process for 2010/11 will build on this by recognising that some service changes (reductions, income and growth) will often be delivered over a period longer than a year. This is likely to be particularly true for outcomes of the FSRs.

4.13. Appendix B sets out the proposed budget timetable.

Housing Revenue Account (HRA)

4.14. The HRA is a ring fenced account that relates to costs and income in respect of the Council's housing stock. The HRA budget and rent setting process is carried out alongside the General Fund budget and elements of the process are carried out simultaneously. This year the budget approach for the HRA will continue to be fully integrated within the General Fund budget process with the final budget report and rent setting being included within the overall budget and Council Tax decisions.

5. Medium Term Financial Forecast

5.1. The Medium Term Financial Forecast (MTFF), as set out at Appendix A, shows a potential budget gap of £1.2m by 2012/13, an annual increase of circa £0.4m. The key factors affecting the budget gap in later years are:-

- Increasing pensions costs (based on initial estimated position)
- Planned reduction in use of reserves (e.g. Regeneration Reserve)

5.2. The forecast needs to be viewed alongside the level of significant risks and uncertainty regarding a number of key factors that will impact on Council's finances in the medium term. Most of the key risks outlined in the MTFF could result in recurring cost pressures for the Council. This will require recurring cost savings or additional income to be identified to minimise the escalation of these pressures.

5.3. The MTFF does also show that the Council continues to hold reserves and balances to support the Council's budgets. The position on these reserves will be reviewed during the year as the 2010/11 budget progresses.

5.4. In summary the MTFF sets out what is likely to continue to be a challenging financial outlook. The budget process needs to establish that the Council's spending plans, in the medium term, are affordable and can be prudently financed.

6. Revenue Balances

- 6.1 Following completion of the final accounts for the year to 31 March 2009 uncommitted revenue balances stand at £2m. This compares with the approved minimum balance of £1.7m.
- 6.2. The separate report on this agenda includes proposals to use up to £285k from balances to support legal expenses in respect of FS:NS. If agreed, balances would remain above the £1.7m level.
- 6.3. The Council also maintains a number of earmarked reserves and provisions, which allows it to prudently plan for future expenditure requirements. These are set out within the MTFP at Appendix A.
- 6.4. As part of the budget process a review will be undertaken into the level and appropriateness of earmarked reserves and provisions.
- 6.5. It is worth noting that with ongoing renaissance projects the level of risks is likely to remain an issue over the next few years and we will consider the impact of this on all our reserves.

7. Capital Programme Update

- 7.1. It has previously been reported to Cabinet that there has been increasing pressure on the level and timing of generating resources to support the capital programme. However, there are three areas to report which have provided a boost.
 - Sale of Angel Court
Cabinet agreed the sale of Angel Court at the last meeting. This receipt had previously not been included within the list of capital programme resources.
 - Lion Walk Centre – lease extension
The Portfolio Holder for Resources and Business has agreed an extension of the lease for the Lion Walk Shopping Centre in return for a capital receipt.
 - Review of Programme – 08/09
Finance and Audit Scrutiny Panel received a report on 30 June 2009 setting out details of capital spending in 2008/09. This shows that there is a net saving on the programme of £216.4k which could be allocated to other projects.
- 7.2. Cabinet has previously agreed a list of scheme to be put on hold and this will be reviewed and a future report presented with proposals to ensure the programme is balanced. This review will also include reviewing all projects to ensure that spending plans are matched to strategic priorities.
- 7.3. There is one proposal at this stage in respect of parish council grants. Currently, £50k of the funded programme is “on hold” and it is proposed that this is now released to enable a scheme to be run this year.

8. Strategic Plan References

- 8.1. The Council has agreed three Corporate Objectives including the aim to “shift resources to deliver priorities”. The 2010/11 budget and the Medium Term Financial Forecast will be underpinned by the Strategic Plan priorities and will seek to preserve and shift resources where needed to these priorities.

9. Financial implications

9.1 As set out in the report.

10. Equality and Diversity Implications

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

11. Risk Management Implications

11.1 As set out in report.

12 Consultation

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

12.2. Proposals for consultation on budget proposals are currently being considered. These include consideration of the recommendation from FASP that "Cabinet reconsider the procedures for putting information relating to budget and other financial changes into the public domain to increase transparency and to enable informed public debate and effective scrutiny to take place before decisions are taken".

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

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

12.5. Furthermore, we will continue with the statutory consultation with business ratepayers.

13. Other Standard References

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

Background Papers

Finance & Audit Scrutiny Panel Report – 30 June 2009

**Medium Term Financial Forecast
2009/10 – 2012/13**

1. Introduction

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

- A summary of the 2009/10 budget including an analysis of all service budgets
- The budget forecast for next three years including current cost pressures, growth items and assumptions regarding use of reserves.
- A list of key risk items for 2010/11 and beyond
- The current position on Council General Fund balances including the risk assessment for 2009/10
- The current position on all other reserves and balances

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

2. 2009/10 Budget

Colchester's total net revenue budget for 2009/10 is **£24.4million**.

The budget is funded primarily by central government grant and Council Tax as follows:

	£'000
Net Budget	24,432
Funded by:	
Government Grant (incl: NNDR – Business Rates)	12,681 (52%)
Council Taxpayers (excl. parishes)	10,225 (42%)
Use of Balances / Reserves	1,526 (6%)
	24,432

The following table sets out a summary of the 2009/10 budget including changes made from the previous year.

2009/10 Summary Budget

	Adjusted Base Budget	One-Off Items	Cost Pressures	Growth	Total Savings	Detailed 09/10 Budgets
	£	£	£	£	£	£
Corporate & Democratic Core	322,900	0	7,076	0	0	329,976
Executive Management Team	905,300	-20,000	13,887	0	-132,000	767,187
Corporate Management	6,569,500	-45,000	390,138	0	-251,000	6,663,638
Customer Services	1,065,200	0	56,938	0	-10,000	1,112,138
Env. & Protective Services	2,388,800	-223,000	1,084,412	50,000	-628,500	2,671,712
Life Opportunities	5,773,000	0	464,805	5,000	-338,000	5,904,805
Resource Management	2,282,600	-59,000	428,405	0	-550,000	2,102,005
Strategic Policy & Regen.	2,910,600	-329,000	55,953	286,000	-260,000	2,663,553
Street Services	2,316,000	-3,000	497,986	210,000	-67,500	2,953,486
Total Services	24,533,900	-679,000	2,999,739	551,000	-2,237,000	25,168,500
Technical Items						
Pay Savings	-515,000	0	0	0	0	-515,000
Procurement	-93,400	0	0	0	0	-93,400
Advertising	-70,000	0	0	0	0	-70,000
LABGI	0	0	0	0	-50,000	-50,000
HPDG	0	0	0	0	-250,000	-250,000
ABG	0	0	0	0	-22,500	-22,500
Grants to Parish councils	201,900	0	0	0	0	201,900
CLIA (net interest)	-299,000	0	10,000	0	-50,000	-339,000
Min Revenue Provision	447,400	0	102,000	0	0	549,400
Pensions	2,101,200	0	96,400	0	0	2,197,600
Redundancy Provision	165,000	-165,000	0	0	120,000	120,000
ECC Second Homes	-124,000	0	-20,000	0	0	-144,000
Heritage Reserve	22,000	0	-10,000	0	0	12,000
Contribution to capital	0	0	0	80,000	0	80,000
Regeneration Reserve	50,000	-50,000	0	0	0	0
GF/HRA adjustments	-2,421,200	0	8,000	0	0	-2,413,200
Total Below the Line	-535,100	-215,000	186,400	80,000	-252,500	-736,200
Total incl Below the line	23,998,800	-894,000	3,186,139	631,000	-2,489,500	24,432,300
Funded by:-						
General Reserve	-607,000	607,000	-46,000	-140,000	-297,600	-483,600
Capital Expenditure Reserve	-751,000	30,000	159,800	0	-100,000	-661,200
Regeneration Reserve	-278,000	278,000	-55,000	-166,000	0	-221,000
Other Reserves - S.106	-30,000	0	0	0	-30,000	-60,000
Insurance	0	0	0	0	-100,000	-100,000
Government Grant (RSG / NDR)	12,385,000	0	0	0	-296,000	-12,681,000
Council Tax	-9,812,800	0	0	0	-412,200	-10,225,000
Collection fund Transfer	-135,000	0	134,500	0	0	-500
Total	23,998,800	915,000	-81,200	-306,000	-200,000	-24,432,300

3. Budget Forecast 2009/10 to 2012/13

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

Medium Term Financial Forecast 2009/10 to 2012/13				
	2009/10	2010/11	2011/12	2012/13
	£'000	£'000	£'000	£'000
Base Budget	23,998	24,432	24,576	25,248
Remove one-off items	(894)	(21)		
Cost Pressures	3,186	683	650	790
Growth Items	631	(198)	0	0
Savings	(2,489)	(320)	22	0
Forecast Base Budget	24,432	24,576	25,248	26,038
Government Grant	(12,681)	(12,911)	(12,911)	(12,911)
Council Tax	(10,225)	(10,613)	(11,069)	(11,545)
Collection Fund Surplus	0	0	(10)	(10)
Use of Reserves	(1,526)	(526)	(360)	(360)
Total Funding	(24,432)	(24,050)	(24,350)	(24,826)
Budget (surplus) / gap before changes (cumulative)	0	526	898	1,212
Annual increase		526	372	314

Key Assumptions
Inflation - Average of 2% for non pay and pay now based on agreed pay award of 1.5% for 09/10 and 1% for 10/11 with 2% assumed for 11/12 and beyond.
Gov't Grant – Increase in line with 3 year settlement. As an initial assessment, the grant for 2011/12 assumed to be at a cash standstill.
Council Tax – 2.76% increase + 1% increase in tax base assumed for 10/11 and 1.5% assumed in 11/12
Pensions forecast in-line with Actuarial review for 09/10 & 10/11. Next review will impact in 11/12 and a planning assumption of £250k has been assumed for both 11/12 and 12/13.

	2009/10 £'000	2010/11 £'000	2011/12 £'000	2012/13 £'000
Cost Pressures				
General Inflation	740	140	540	540
Net Inflationary pressures (pay, energy, grounds mtce etc)	450			
Corporate safeguarding co-ordinator (new)		10		
Impact of foregoing Layer Rd Capital Receipt		60		
General impact on net interest earnings (estimate)		150		
Pensions	96	154	250	250
MRP (Minimum Revenue Provision)	102	13	10	
Concessionary Fares (change in operating hours / usage)	100			
Core Strategy Examination		150	(150)	
Best Value Surveys		15		
Equality and diversity	15			
PCT - Community Health	15			
<i>Income pressures:-</i>				
Car Park Income	300			
Planning Income	683			
Building Control Income	271			
Land charges Income	100			
Impact of commercial property market slowdown on rental income and empty rates costs	170			
Reduction in benefits admin grant	40			
Service Review Post (to be funded through c/f from 08/09)	46			
ICT related costs (including website)	35	(9)		
GF / HRA impact	23			
Total	3,186	683	650	790

Growth Items				
Planning, Protection & Licensing (P, P & L) Review (incl. one-off)	30	42		
Renaissance Team – Resources	166			
Street Wardens	80			
HPDG c/f	140	(140)		
Welfare Rights	5			
Recycling	210	(100)		
Total	631	(198)	0	0

	2009/10 £'000	2010/11 £'000	2011/12 £'000	2012/13 £'000
Savings / additional Income				
<i>Service savings</i>				
Corporate Management	213	(80)		
Executive Management Team	132			
Resource Management	537			
Life Opportunities	194			
Environmental & Protective Services	623	15		
Strategic Policy and Regeneration	260			
Street Services	55			
Customer Service Centre	10			
<i>Corporate Savings / Technical Items</i>				
Energy Saving through LACM	200			
LABGI	50	50		
Housing and Planning Delivery Grant	250			
Area Based Grant	22		(22)	
Increase in Concessionary fares grant	13	15		
Interest / MRP	50			
less provision for one-off costs	(120)	120		
Angel Court (net savings)		200		
Total	2,489	320	(22)	0

Use of Reserves				
Balances (General)	98			
Balances re items c/f from 08/09	386			
S106 monitoring reserve	60	60	60	60
Regeneration Reserve	221	166		
Insurance Provision	100			
Capital Expenditure Reserve:-				
Accommodation	205	0	0	0
Community Stadium	300	300	300	300
ICT Strategy	56			
Opportunity purchases	100			
Total	1,526	526	360	360

4. Risk Areas / Uncertainty

There are several key risk areas or areas where the outcome is uncertain which will impact on the 2010/11 budget forecast and potentially in later years. The main areas are:-

Ref	Risk / Area of uncertainty	
1	<i>White paper – Strong and prosperous communities</i>	The White Paper set out a number of important financial issues for the Council. This includes responding to the proposals concerning communities, neighbourhoods and place-shaping and the impact of the new performance management framework and proposals around efficiency. The latter includes ambitious targets for efficiency savings (3% cashable savings over three years) and involving greater collaboration and partnership working.
2	<i>Government Grant and the Comprehensive Spending Review 07 (CSR07)</i>	What the CSR10 will provide is difficult to predict, however, it is clear that public finances are continuing to come under increasing pressures. At this stage no increase or decrease has been assumed in the level of grant in 2011/12, therefore a 2% reduction in real terms. For illustrative purposes a 1% change in the level of grant equates to £130k.
3	<i>Pensions</i>	An allowance has been built in for increases in pensions costs based on the results of the recent actuarial review and therefore are fixed for 2010/11. However, an updated review will be undertaken that will inform the cost for 2011/12 onwards. The recent and ongoing economic downturn is highly likely to impact on the pension fund and therefore whilst an increased allowance of £250k each year from 11/12 has been made for this will need to be reviewed closer to the time when we may have more reliable estimates.
4	<i>Concessionary Fares</i>	CLG and DoT are currently consulting on the future administration of the concessionary fares scheme. The favoured option at this stage appears to be a transfer of responsibility to upper tier authorities (e.g. Essex County Council). In many ways this would mirror existing locally negotiated arrangements. There is a second consultation to follow on the amounts of funding to be transferred. The method of assessing costs is not yet known so this represents a risk to the Council which could be positive or negative.
5	<i>Fees and charges</i>	As has been seen in the past few years we have experienced pressures arising from changes in income levels. In 2008/09 we experienced significant shortfalls in income in respect of planning and building control fees and car park revenue (on and off street). This has been considered as part of the 2009/10 budget and provision built in for reduced levels of income. Looking ahead to 2010/11 and beyond it is difficult to estimate how income levels may continue to be affected. However, at this stage no allowance has been built in for changes to income levels.
6	<i>Inflation</i>	An allowance for general inflation has been built into the 10/11 forecast and MTFF, and specific increases allowed for

Ref	Risk / Area of uncertainty	
		<p>items such as pay (which has been agreed for 09/10 and 10/11)</p> <p>The current CPI is 2.2% and RPI is -1.1%. The economic forecasts published by HM Treasury point to inflation figures for 2010 of 1.7% and 2.5% for CPI and RPI respectively. Not all the Council's costs are directly linked to RPI and therefore we will continue to monitor the impact of inflation on all Council costs with particular attention on energy costs for which a significant increase was allowed for in the 09/10 budget figures.</p>
7	<i>Use of reserves</i>	<p>The budget position for 10/11 includes proposals to use certain reserves and also reflects the impact of reserves used in 09/10.</p> <p>The forecast position on general balances shows that they remain close to our current approved prudent level.</p>
8	<i>Legislation</i>	<p>There may be new legislation over the life of the MTFF for which any available funding may not cover costs.</p>
9	<i>Government grants and partnership funding</i>	<p>The Council's budget has changed over recent years with a greater emphasis on funding from both partner organisations and Government bodies. These funding streams can rarely be guaranteed and can therefore add to our cost pressures. This year's budget includes funding in respect of HPDG and the LABGI scheme. It is likely that there will be changes to some of these or other funding sources over the life of the MTFF and as the position becomes clearer the budget forecasts will need to be adjusted.</p> <p>As part of the budget strategy we will review assumptions in respect of these key grants.</p>
10	<i>Impact of renaissance programme e.g. car park closure and staff resources</i>	<p>As the renaissance programme progresses there will be an impact on income from car parks due to temporary and permanent closure of certain car parks and also the introduction of park and ride.</p> <p>We are currently using the Regeneration Reserve to meet some staffing costs to provide increased capacity to deliver the renaissance programme. The budget forecast includes funding for 2009/10 to ensure that the team can continue work and this has also been allowed for in the 2010/11 forecast. However, after this the balance on the Reserve will be minimal.</p>
11	<i>ICT strategy – change programme</i>	<p>The ICT strategy was updated in 2007 and it is likely that there will continue to be a number of financial implications arising from changes. This may result in some costs in the short-term leading to longer term savings. This continues to be examined as part of detailed budget proposals and as part of the implantation of accommodation and flexible working changes.</p>
12	<i>Property review</i>	<p>A review of our assets was carried out and a 5-year Building Repairs and Maintenance Plan produced. There will continue to be financial implications arising from this for both the revenue budget and capital programme and these will be continue to be considered in detail by the council's</p>

Ref	Risk / Area of uncertainty	
		Property Forum and included in the on-going updates of the MTFF.
13	<i>Impact of growth in the Borough and demand for services</i>	<p>A number of Local Authority services are directly impacted by the increase of population in the Borough, such as waste services, planning, benefits etc.</p> <p>As part of the budget it will be necessary to consider whether there is a need for additional resources in these or other areas in order to maintain levels of service.</p> <p>A further area of risk is any increase in the demands for Council services arising from the impact on residents of the economic environment.</p> <p>At this stage no allowance for these areas has been provided within the MTFF. Fundamental Service Reviews (FSR) are being undertaken on some of the key areas affected by growth and /or also the economic climate such as benefits, housing and street services. The financial assumption made is that these reviews will assist in identifying efficiencies to cope with changes in demand.</p>
14	<i>Delivery of budget savings</i>	The 2009/10 budget sets some challenging targets for savings including those in respect of procurement and salaries. The MTFF assumes these targets will be delivered and in the case of salaries continue in future years.
15	<i>Net Interest earnings</i>	<p>The budget is influenced by a number of factors including interest rates and cashflow movements. The treasury management strategy highlights the outlook for interest rates in the medium-term which points to unprecedented low levels during this year and potentially into 2010/11. Whilst it may be possible to provide some financial protection from the impact of these low rates, it is likely that there will be significant pressures on budgets during the medium term.</p> <p>An allowance of £150k has been made in 2010/11, however, further changes to this may be necessary.</p>

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

5. General Fund Balances – Risk Assessment

A risk assessment has been undertaken to determine the prudent level of general fund balances as part of the 2009/10 budget process.

Background

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

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

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

£'000

31 March 2004	2,639	
31 March 2005	2,193	
31 March 2006	1,997	
31 March 2007	2,708	(includes £902k to support 2007/08 budget)
31 March 2008	3,347	(includes £1,232k to support 2008/09 budget)
31 March 2009 (subject to audit)	2,891	(Includes £987k to support 2009/10 budget)

Risk Assessment 2009/10

The results of the assessment to inform the 2009/10 budget are summarised in the following table. This showed that the agreed minimum prudent level of balances should be held at £1.7 million.

Factor	Assessed Risk		
	High £'000	Medium £'000	Low £'000
Cash Flow	950		
Capital (nil given reserves and receipts)			0
Inflation		200	
Investment Income	150		
Trading Activities	100		
Fees & Charges		170	
Emergencies		50	
Benefits			100
New Spending – legal commitments			100
Litigation		175	
Partnerships			100
VAT Exemption Limit			350
Budget Process		175	
Revenue impact of capital schemes			200
Renaissance programme			0
Concessionary fares			100
Pension Contribution			100
	1,200	770	1,050

	Minimum Provision
High Risk – 100%	1,200
Medium Risk – 50%	385
Low Risk – 10%	105
Sub Total	1,690
Unforeseen Factors – say	10
	1,700

The main issues to mention concerning the assessment are: -

- While the possible requirement to meet capital spending from revenue resources is still recognised as a potential risk the assessment is "nil" because of the current level of funds held in the capital expenditure reserve and the introduction of the Prudential Code.
- The capital programme includes a number of schemes which will have an impact on revenue and these are provided for in the budget as appropriate. In particular there is the major scheme - Firstsite. This project is subject to a rigorous risk assessment and monitoring. This balances risk assessment exercise is only concerned with the potential revenue implications. The main revenue risk will be variations to the planned spending and funding profiles. For 2009/10 a potential sum of £0.2m has been assumed at low risk.
- On the basis of earlier years outturns and current year monitoring particular areas have been identified as potential risk areas for variances: benefits, concessionary fares, various fees income (such as planning, building control, car parks and leisure) and net investment income. These are being regularly reported on as part of the current year monitoring. All of the areas are addressed in the risk assessment.
- The assessment includes the risk that the VAT exemption limit will be exceeded with a consequent loss of recoverable VAT. Regular monitoring and active management of new schemes minimises this risk.
- The concern over the funding of the pension fund is recognised in the assessment. However "risk" is assessed as "low" for 2009/10 because the anticipated increased contributions required have been built into the budget. Further increases will be necessary from 2010/11.
- The Council has £4m invested in the Icelandic bank, Landsbanki. Based on agreed guidance the accounts for 08/09 have been prepared on the basis of a repayment of £3.84m. No specific allowance has yet been made for any possible "loss" from our investments and this will need to be considered as part of our ongoing assessment of balances.

Implications

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

- Ensure all spending aspirations for the coming year are assessed as part of the annual budget process. The continued development of the Medium Term Financial Forecast will assist in this.
- Recognise that it will not be possible to draw on balances to fund new discretionary initiatives identified in the year, however desirable they may be; an alternative source of funding would need to be identified.
- Realise future assessments could identify a need to rebuild balances.
- Accept that the potential for interest earnings on balances will change depending on the level of balances held. (This will be reflected in the budget accordingly.)
- Acknowledge that any balances desired for future flexibility/change management will need to be built up over and above the prudent level identified.

6. General Fund Balances - Position

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

General Fund Balances Current Position

	£'000	£'000
Balance as at 31 March 2009 (note 1) (As per Statement of Accounts)		2,891
Proposed use of balances during 2009/10:		
• Financing carry forwards (general)	338	
• Financing carry forwards agreed in 09/10 budget setting	246	584
• Funds released in 08/09 carry forward to 09/10		177
• Supporting 2009/10 budget:-		
Items included in 09/10 budget (note 2)	118	
New emerging pressures (note 3)	285	403
Projected Balances as at 31 March 2009		1,727
Agreed minimum balance		1,700
Potential Surplus Balances as at 31 March 2010		27

Notes:

1. The balance at 31 March 2009 reflects the outturn for 08/09
2. Includes an adjustment made in respect of use of balances made in 08/09 for redundancy costs originally budgeted for in 09/10.
3. Includes an agreed use of £20k and a proposal to use up to a further £265k for legal expenses in respect of the FS:NS project as set out in the report on this agenda.

This forecast is on the basis that there are no further calls on balances during 2009/10 and the current year's budget does not overspend.

7. Earmarked Reserves and Provisions

The Council maintains a number of earmarked reserves and provisions, which allows it to prudently plan for future expenditure requirements. As at 31 March 2008 earmarked reserves totalled £9m and provisions £0.3m.

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

The position on these reserves will be reviewed as part of the 2009/10 budget process including forecasting and assessing the impact of future commitments

Earmarked Reserves

Reserve	Amount 31/03/08 £'000	Amount 31/03/09 £'000	Comment
Renewals and Repairs (including Building Maintenance Programme)	3,565	2,889	Maintained for the replacement of plant and equipment and the maintenance of premises. Annual contributions are based upon the estimated renewal or repair cost, spread over the life of the asset.
Insurance	618	594	To cover the self-insurance of selected properties. The balance held in reserve is considered to be at an appropriate level. The balance of the fund is split with a proportion specifically identified as a provision against the cost of claims.
Capital Expenditure	3,218	3,061	Revenue provision to fund the capital programme. The reserve is fully committed to funding the current capital programme. However actual use of balance is dependent not only on progress of spending on approved capital schemes but also level of other resources, mainly capital receipts, received. £205k per annum is being transferred to revenue in respect of accommodation. The transfer in respect of the MRP (Minimum Revenue Provision) on the Community Stadium will also continue in 09/10 and beyond.
Regeneration Reserve	665	437	Maintained to finance non-recurring expenditure incurred during the development of the Council's four regeneration areas. Spending of £166k planned for 2009/10.
Asset Replacement Reserve	35	9	A reserve for the future replacement of vehicles and plant. The vehicle replacement policy has been reviewed. Revenue contributions to this reserve have now ceased and the funding for the majority of repairs is now sourced from the Council's Capital Programme. The residual balance relates to the R&R funding for the Eurobins.
Heritage Reserve	9	0	Created to provide funding for the repair, maintenance and development

Reserve	Amount 31/03/08 £'000	Amount 31/03/09 £'000	Comment
Gosbecks	430	423	of ancient and historical monuments. Schemes are now being funded through capital programme. Maintained to provide for the development of the Archaeological Park. The main source of funding was a 'dowry' agreed on the transfer of land.
Mercury Theatre	154	184	Provision for the building's long term structural upkeep.
On street parking	89	0	Any surplus ring fenced to cover deficits. The previous surplus has been used to cover a shortfall in 2008/09.
Hollies Bequest	13	12	Provision for the upkeep of open space.
Section 106 monitoring	188	209	Required for future monitoring of Section 106 agreements. From 2009/10 onwards it has been agreed to use £60k from this reserve on an annual basis to support the budget.
Community Stadium - loan	35	35	To cover set up costs and working capital. No repayments are expected within 2009/10. The loan is repayable to the Council within 7 years from the agreement date of 29 January 2008.
	9,019	7,853	

Provisions

Reserve	Amount 31/03/08 £'000	Amount 31/03/09 £'000	Comment
Insurance	323	347	This element of the fund is specifically set aside as a provision to meet the cost of claims, notably subsidence.
	323	347	

2010/11 Budget Timetable

Budget Strategy March 09 – July 2009

March – June (SMT)	Budget Group established Update MTFF /Budget Strategy Review cost pressures, growth and risks Consider approach to budget Externally facilitated Budget Workshop held
Cabinet – 13 July 09	<ul style="list-style-type: none"> • Report on updated budget strategy / MTFF • Timetable approved
SOSP – 14 July 09	Review Cabinet report
Budget Group / Leadership Team - July	Consider review of capital programme Consider approach to consultation

Detailed Budget preparation and Budget Setting Consultation

Budget Group / Leadership Team regular sessions on progress / budget options July - September	Review budget tasks Consider Fundamental Service Reviews
Cabinet – 9 September 09	<ul style="list-style-type: none"> • Budget Update • Proposals for consultation • Review of capital resources / programme
Cabinet – 21 October 09	Budget Update (if required)
Cabinet – 2 December 09	<ul style="list-style-type: none"> • Budget update • Reserves and balances • Grant settlement • Consultation results (provisional date)
FASP – 26 January 10	Review consultation / Budget position
Cabinet – 27 January 10	Revenue and Capital budgets recommended to Council
Council – 17 February 10	Budget agreed / capital programme agreed / Council Tax set

Timing of consultation to be included within process when agreed.

Leadership Team to review budget progress during year.

13th July 2009

Report of	Head of Strategic Policy and Regeneration	Author	Tina Hinson
Title	Disposal of land at Layer Road		☎ 506903
Wards affected	Shrub End		

This report concerns the disposal by Colchester Borough Council of the former football ground site at Layer Road.

1. Decision(s) Required

- 1.1 To agree in principle to dispose of the land at Layer Road to a suitably experienced provider for the development of an extra-care housing scheme.
- 1.2 To agree in principle to dispose of the land required for the extra-care scheme at nil value to the affordable housing provider in return of nomination rights to the scheme.
- 1.3 To authorise officers to explore options for the disposal of the remainder of the land that will not be required for the extra-care scheme.

2. Reasons for Decision(s)

- 2.1 Disposal will release a key site for a residential based extra-care development and also assist the Council in meeting its strategic objectives, as set out in its Strategic Plan. It will also release the Council of the costs associated with securing the site. Sale of the site on the open market has not been successful. The state of the housing market has impacted on the price at which land can be sold. Although the site is empty, it is still costing the Council to secure the site.

3. Alternative Options

- 3.1 A task and finish group of officers and Portfolio Holders has considered alternative options for the site. These are outlined below, along with the reason why they were rejected.
 - Seek open market sale – The site has already been marketed twice without successful conclusion. From previous experience the process is likely to be drawn out. The Council's Agents expressed concern about the impact on the land value of increasing the affordable housing contribution from 25% to 35%. For these reasons this option was rejected.
 - Pursue a "land swap" – No suitable sites could be identified and on this basis this option was rejected.
 - Change planning use/engage public sector partners to develop site/mothball – these were rejected as they were either not deliverable or not desirable.
 - Develop the site for 100% affordable housing – this was not considered to be as sustainable for a site of this size as the preferred option

4. Supporting Information

- 4.1 The original intention had been to sell the Layer Road site, with the proceeds being used to pay off some of the debt incurred in building the new Community Stadium. The assumed sales value at the time was £2.9m. The current market value is clearly very substantially reduced as exemplified by the offers received when the site was marketed early this year. The most recent advice is that in the current market, the sale of the land would generate a receipt which is half the value stated above (£1.45m).
- 4.2 The development of an extra-care scheme was one of the options considered by the task and finish group. The Council's Strategic Plan makes a commitment to developing suitable accommodation for older people with identified care needs.
- 4.1.1 **Evidence of need** - The 75+ population is projected to increase from 12,400 in 2008 to 17,300 by 2020, which represents a 28% increase in just twelve years. (See Appendix 1) This is the group of older people who will be considering moving home to secure appropriate housing with care for a more comfortable and safe old age. Some 63% of those aged 85 years and over and 75% of older people aged 75 to 84 years are owner occupiers and this has significant implications for supporting people to stay in their own home as well as for the development of a wider range of housing options as people will seek to retain their housing equity. Just over a quarter (or 27%) of people aged 85 years and over and 20% of people aged of older people aged 75 to 84 years live in the social rented sector (which includes council tenants and tenants of registered social landlords). It is clear that a significant increase in supply of extra-care housing in Colchester is needed to cope with the increasing population of older people.
- 4.1.2 **What is extra-care?** - Extra Care Sheltered Housing is suitable for Older People who have found that their current accommodation is no longer suitable for meeting their care and support needs, but who do not wish to move into residential care, with the inevitable loss of independence that such a move can entail. Extra Care Sheltered Housing creates an environment for Older People to live as independently as possible whilst being assured of timely access to care and support. The support and care on offer has to be available 24 hours a day and should, ideally, be based inside the scheme. This unique access to care and support is what differentiates Extra Care Sheltered Housing from traditional Sheltered Housing, whilst the retention of independence is what separates Extra Care from Residential Care. Examples of what can be provided inside an Extra Care scheme are: Cleaning; Laundry; Shopping; Meal provision (once a day); Garden maintenance; Transport assistance; Chiropody/hairdressing/massage etc; Dressing / undressing; Bathing; Medication; Emotional support. More information is included in Appendix 2.
- 4.4 **Current provision.**- There are currently three Extra Care Schemes in Colchester. Two are owned by the Council and managed by Colchester Borough Homes Together these two schemes provide accommodation and support for 75 people. One scheme is provided by a Housing Association and provides accommodation and support for 18 households.
- 4.5 There is a review of Extra-Care provision in Essex being carried out at the moment by Essex County Council. This is due to report in July 2009. All of the current Extra-Care provision in Colchester is included in this review, whether it be provided by Colchester Borough Council or by other providers (such as Registered Social Landlords). The review looks at how Essex County procure the care services to support these schemes at the moment, the current services provided and whether these services meets need.
- 4.6 Commissioners at County do not want to pre-empt the outcome of the review but have very helpfully provided some observations which may help to inform the debate: One of the Council owned extra-care schemes, The Cannons, is located in Layer Road. The close proximity of the Cannons to the Layer Road site would not necessarily have a

negative impact, as The Cannons has fewer facilities than would be put into a new scheme. Although a new build in close proximity to The Cannons may impact on demand in the short term, there may be some real capacity to share both a staff team between the two sites and to share other facilities. The Commissioners suggest that they would not wish to lose the Cannons completely if a new facility was provided at Layer Road as the strategic direction is to increase the number of units of extra care and Colchester has a large urban area where there is known demand.

4.8 **Views of funders** Initial discussion have been held with both the Homes and Communities Agency (HCA) (capital funding) and Essex County Council (revenue funding). HCA's initial feedback was that they had no objections to an extra care scheme being developed, although without any concrete information it is difficult for them to provide a clear steer at this point. However, HCA would want to see;

- evidence from Essex Supporting People that Extra Care was a priority for them in Colchester,
- that it fits with our own strategic priorities (as demonstrated by need studies, organisational commitment and so on),
- that revenue funding would be available from Essex County Council,
- value for money,
- very good design and quality standards,
- commitment along with any partner to timely delivery,
- that the site does not realise a capital receipt.

4.9 Essex County Council is supportive of the scheme and their views are given in paragraphs 4.5 and 4.6 above. They have already been helpful in providing initial advice about strategic fit, scheme development and need. They are involved in two other Extra-Care developments with other local authorities in Essex at the current time. They advise that the ideal number of units of accommodation at an extra-care scheme is 60. This would require the use of 1 acre to 1 ½ acres of land.

4.10 **Legal considerations** The Council has power under Section 25 of the Local Government Act 1988 to dispose of land to Registered Social Landlords, including sale of a freehold interest, granting of a lease for a term of 99 years or more or assigning a lease with an unexpired term of 99 years or more. The Secretary of State's consent is automatically given if disposal at less than best consideration falls within the terms of the general Consent given by the Secretary of State under the Local Government Act 1988.

5. Proposals

5.1 The site at Layer Road provides the Council with a real opportunity to develop an innovative extra-care scheme for Colchester's residents. An in principle decision to dispose of the land at Layer Road to a suitably experienced provider of affordable housing for the development of an extra-care housing scheme will enable the Council to pursue this option for the site. The housing scheme would have strategic fit with both the Council's objectives and that of its partners. It would provide housing which enables older people to have their own front door and live at home; not in a home. Flexible care can be delivered based on individual need and the opportunity to preserve or rebuild independent living skills. Technology is moving on all the time. The building of this scheme will enable the Council and its partners to fully explore the potential of this technology and to provide accessible buildings with smart technology which makes independent living possible for people with a range of abilities. There is also the potential to build a real community including mixed tenures and mixed needs and abilities whilst bringing the benefits of the services provided to the wider community of older people in the area.

- 5.2 The development and delivery of this project will require partnership working across a range of agencies. As well as Colchester Borough Council, Essex County Council, the PCT, the Homes and Communities Agency and the chosen provider of affordable housing there will be a need to engage at different points in the development with others such as transport, adult education, voluntary agencies, current and potential users and their carers. The Council will need to ensure it has the resources to take on the lead agency role. It is likely, given examples elsewhere in the County, that an extra-care scheme would take two years to complete from the time capital funding is secured. An affordable housing provider, planning and a commitment to revenue funding would need to be in place before a bid for capital funding could be made.
- 5.3 The development of an extra-care scheme will require financial assistance, in the form of grant funding, to the provider of affordable housing who will develop, build and manage the scheme. The grant will pay for a proportion of the development costs with the remainder financed from private borrowing by the provider of affordable housing. The HCA would expect the Council to give the land at Layer Road to the provider of affordable housing at nil cost in order to keep development costs down. This would result in the Council not obtaining a capital receipt for the land in exchange for nomination rights.
- 5.4 The development of an extra-care scheme at Layer Road will not require the use of the whole site. The remainder of the site is not insubstantial and there are a number of potential options which officers can explore for the disposal of the remainder of the site. These will be reported back to Cabinet for a decision to be taken as to which option to pursue.
- 5.5 At this point in time these are in principle decisions. Future reports will be brought back to Cabinet/the relevant Portfolio Holder to authorise the disposal of the land and explore options for that disposal, progress of the project and selection of the affordable housing provider.

6. Strategic Plan References

- 6.1 The provision of an Extra-Care scheme on the Layer Road site will contribute to the following Council objectives in its strategic plan
- *Addressing older people's needs*
We will work with partners to ensure the very best health and wellbeing of our senior people by enabling them to live as independently as possible.
 - *Healthy living*
We will provide opportunities for residents to improve their health by encouraging healthier ways of living.
 - *Homes for all*
We will work towards providing safe, secure, decent and affordable homes for all.

An Extra-Care scheme on the site will address older people's housing, care and support needs as well as enabling them to live as independently as possible in their own homes. The development of the scheme will give the Council a real opportunity to provide some innovative services not just to the people living in the extra-care scheme but also to older people living in the local community who will be able to share and use the services provided. This would potentially include accessing health services on site. It is too early to be absolutely certain about the tenure mix of the scheme but a large proportion of the housing provided will be affordable.

7. Consultation

- 7.1 Local ward councillors have been informed that the site has been withdrawn from sale and that the Cabinet is considering a number of options for the future use of the site. The Layer Road Residents Association has also been kept informed of the situation and the date of this Cabinet meeting has also been shared with them.
- 7.2 Consultation and communication will be an important part of this project, given the high profile nature of this site. As part of the detailed project plan worked up for this project a communication and consultation strategy will be produced. This will set out the approach to consultation and communication with residents and stakeholders at appropriate points during the project and in particular following agreement on design.
- 7.1 Residents and stakeholders will have an additional opportunity to feedback their views as part of the formal process of obtaining planning permission on a site.

8. **Publicity Considerations**

- 8.1 Local ward councillors and the Layer Road Residents Association have been kept informed of the changing situation at Layer Road (as set out above in paragraph 7.1). Once Cabinet has made its decision, local ward Councillors and Layer Road Residents Association will be contacted again to set out the Council's proposals for the site in more detail. Publicity will be included in the Communication and consultation strategy outlined above.

9. **Financial implications**

- 9.1. The proposal to agree in principle to the disposal of Layer Rd at nil value has implications for the original decision over funding for the Community Stadium and on the Council's revenue budget for future years.
- 9.2. **Community Stadium** When Council made the decision to build the Community Stadium it did so on the following original funding proposal:-

	Total
	£'000
Spending	14,230
<i>Grants</i>	
Grant - Football Foundation	(2,000)
Growth point	(2,000)
<i>Capital Receipts</i>	
Sale of Layer Rd	(2,900)
Cuckoo Farm	(8,000)
Net Funding surplus	(670)

- 9.3. It was also agreed that given that the capital receipts (including Layer Road) would not be delivered until after the Stadium was built there would be a need to fund short to medium term borrowing of £10.23m. The impact of this borrowing on the revenue budget was built into the budget strategy and Medium Term Financial Forecast (MTFF).
- 9.4. Should the proposal to forego the capital receipt be agreed then the net cost of borrowing in respect of the Stadium would be higher than originally anticipated.
- 9.5. **Revenue Budget and MTFF** - As outlines earlier in this report, the process of disposing of Layer Road through open market sale has been carried out twice with no successful conclusion. What has been clear it is that the potential sale value would be considerably

less than assumed when the Stadium project was agreed. As such, there is already an impact of this on the net cost of the Council's borrowing.

- 9.6. The proposal to dispose of Layer Road at nil value will have a net impact on the revenue budget in the region of £60k. This is based on the continuation of financing costs of £80k and a reduction in costs of maintaining the site (NNDR, security etc) of £20k. This position is reflected in the report on the budget strategy on this agenda.
- 9.7. **Capital Programme/Debt and Prudential Indicators** - The capital programme is not impacted by the proposal as the foregone capital receipt was to be used to repay debt rather than fund new expenditure.
- 9.8. The proposal will mean that the Council's level of debt will not be reduced. The Council prudential indicators for 09/10 were already set on this basis given the uncertainty over the Layer Road sale.
- 9.9. In summary, the key financial impact from this decision are:-
- A net revenue impact of circa £60k
 - The continuation of a higher than forecast borrowing exposure in respect of the Community Stadium.

10. Equality, Diversity and Human Rights implications

- 10.1 All affordable rented properties developed will be allocated using our Choice Based Lettings (CBL) scheme. Our Allocations Policy and CBL scheme have their own Equality Impact Assessments (EQIAs). The CBL EQIA resulted in the development of a vulnerable person's strategy. Any consultation we (or our partners) undertake in connection with this project would be subject to an EQIA.

11. Community Safety Implications

- 11.1 The future disposal of the site will remove community safety implications which arise from an empty former football ground. Residents have previously raised concerns about the stadium being left empty. The recommendations of the company responsible for site security have been followed to minimise any community safety issues. The Council will continue to be responsible for the site until it is disposed of and will continue to address matters of community safety.

12. Health and Safety Implications

- 12.1 There is always a concern about the safety of trespassers breaking into vacant buildings. The security arrangements referred to above seek to mitigate this risk.

13. Risk Management Implications

- 13.1 If this proposal is not agreed there would potentially be the following risks:
- Loss of reputation for the Council in not making a decision on a site of significant public interest.
 - Loss of opportunity to provide housing, support and care for older people where a need has been identified by local and County partners.
 - Loss of opportunity to enhance service provision to the wider community of older people in the Layer Road area.
 - Loss of opportunity to enhance the services provided to our own tenants at The Cannons extra-care scheme.

13.2 If the proposal is agreed there is a real opportunity to provide an extra-care scheme which meets the housing, support and care for older people; provides choice, delivers services to the wider community of older people and enhances the services at one of our existing extra care schemes. In addition, by agreeing to allow officers to explore options for the disposal of the remainder of the land that will not be required for the extra-care scheme further opportunities may present themselves which meet the needs of residents and meet the Council's strategic objectives.

Table 1 Population of Colchester aged 65 and over, in five year age bands, projected to 2025

	2008	2010	2015	2020	2025
People aged 65-69	7,200	7,900	10,000	8,500	9,100
People aged 70-74	6,100	6,400	7,500	9,500	8,200
People aged 75-79	5,000	5,100	5,900	6,900	8,800
People aged 80-84	3,800	3,900	4,300	5,100	6,000
People aged 85 and over	3,600	3,800	4,500	5,300	6,600
Total population 65 and over	25,700	27,100	32,200	35,300	38,700

Figures may not sum due to rounding
Crown copyright 2008

Notes

Figures are taken from Office for National Statistics (ONS) subnational population projections by sex and quinary age groups. The latest subnational population projections available for England are based on the 2006 mid year population estimates and project forward the population from 2006 to 2031. Long term population projections are an indication of the future trends in population by age and gender. The projections are derived from assumptions about births, deaths and migration based on trends over the last five years. The projections do not take into account any future policy changes.

Table 2 Proportion of population of Colchester aged 55 and over by tenure type

	People aged 55-64	People aged 65-74	People aged 75-84	People aged 85 and over
Owned	85.65%	83.04%	74.56%	63.35%
Rented from council	8.35%	10.82%	16.21%	19.67%
Other social rented	1.60%	1.96%	3.63%	7.07%
Private rented or living rent free	4.40%	4.18%	5.60%	9.91%

Figures may not sum due to rounding
Crown copyright 2008

Notes

Figures are taken from Office for National Statistics (ONS) 2001 Census, Standard Tables, Table S017 Tenure and age by general health and limiting long-term illness.

The terms used to describe tenure are defined as: Owned: either owned outright, owned with a mortgage or loan, or paying part rent and part mortgage (shared ownership). Other social rented: includes rented from Registered Social Landlord, Housing association, Housing Co-operative and Charitable Trust. Private rented: renting from a private landlord or letting agency, employer of a household member, or relative or friend of a household member or other person. Living rent free: could include households that are living in accommodation other than private rented.

The most recent census information is for year 2001 (the next census will be conducted in 2011).

Figures in this table have not been projected forward as the figures would not be reliable.

Guidance to Accommodation Types for Older People Support Services

Introduction

The following guidance is designed to help providers to determine if their Older People Sheltered Housing scheme is one of the following accommodation types:

- **extra care sheltered housing;**
- **very sheltered housing;**
- **sheltered housing.**

To achieve this, we have broken down the key aspects of Extra Care Sheltered Housing. These have been divided into 'essential' aspects of Extra Care and 'desirable' aspects of Extra Care. This list is not exhaustive or official, and is very much open to discussion.

Essentials

1. 24-hour access to care - **Vital**
2. 24-hour access to support
3. Fit for purpose building
4. Strong partnership presence

Desirables

5. Meal provision
6. Communal Extras (i.e. shop, hairdressing etc)

For each of these six key aspects of Extra Care Sheltered Housing there is an explanation and guidance on the extent to which they will be expected to be present in the three accommodation types. Using this document housing providers should be able to determine their housing type.

Extra Care Sheltered Housing Essentials

1. **24 hour access to care**

All Extra Care Sheltered Housing schemes should have 24-hour, on-site access to care*. If a scheme does not have this, then that scheme is not Extra Care Sheltered Housing. The scheme should have the relevant facilities to be able to support the presence of 24-hour care. This is the key aspect that truly separates Extra Care Sheltered Housing from Very Sheltered Housing.

- **Extra Care:** Compulsory.
- **Very Sheltered:** Unlikely to have this.
- **Sheltered:** Not available.

* If not on-site, then the care should at least be in an adjacent building with an official agreement for the external site to provide 24-hour care to the scheme.

2. **24-hour access to support**

Housing related support can be in the form of either a warden or an alarm system. Most commonly in Very and Standard Sheltered Housing it will be in the form of an alarm system. In Extra Care there will usually be sleep in staff.

- **Extra Care:** Compulsory.

- **Very Sheltered:** Usually available, warden or alarm system.
- **Sheltered:** Alarm system.

3. Fit for purpose building

Extra Care Sheltered Housing will demand more from its building than other types of Sheltered Housing. Extra Care buildings need to have:

- • extensive wheelchair access;
- • lifts (if necessary);
- • self-contained living areas (cannot be bed-sit);
- • accessible bathing facilities, ideally walk in showers;
- • facilities for care staff;
- • facilities for support staff;
- • laundry room;
- • communal areas;
- • communal kitchen;
- • secure.
- **Extra Care:** Should have all of these requirements.
- **Very Sheltered:** Have at least seven of these requirements.
- **Sheltered:** Less than seven, not necessarily any.

4. Strong partnership presence

Extra Care Sheltered housing requires strong partnership working during the creation of the scheme and through the day-to-day running of the scheme. This partnership is between:

- housing provider;
- health;
- community care / older people services;
- housing district;
- supporting people.
- **Extra Care:** Partnership should be strong, seamless and visible on a day-to-day basis.
- **Very Sheltered:** Partnership should be present, but not always relevant on a day-to-day basis.
- **Sheltered:** Based on a partnership, but run relatively independently.

Extra Care Sheltered Housing Desirables

5. Meal Provision

The bulk of literature on Extra Care Sheltered Housing identifies the importance of Extra Care schemes providing one meal a day for its residents. This is a desirable aspect of Extra Care Sheltered Housing, but may not always be possible. It is usually arranged by the scheme, contracted out to caterers and supplied in communal areas. In other Sheltered Housing this will be unlikely to happen and would only occur on the insistence of the residents.

- **Extra Care:** Highly desirable.
- **Very Sheltered:** Unlikely.
- **Sheltered:** Not available.

6. Communal Extras

At the core of an Extra Care scheme is the unique community structures they create. This relies on all the 'extras' that a scheme provider. The provision of these 'extras' is user-led and funded, but are facilitated by the housing management. For example:

- shop;
- hairdressing;
- laundry;
- activities/exercise area;
- gardens;
- massage;
- chiropody;
- day centre;
- mobility aid parking area.

These are just some examples of what can be made available. It may not be practical to provide some of these, but it is certainly desirable. The first three should be standard in Extra Care schemes. In other Sheltered Housing types the provision of 'extras' is desirable, but at the discretion of the service users and housing management. In many instances it would not be viable.

- **Extra Care:** Highly desirable.
- **Very Sheltered:** Desirable, but not necessary.
- **Sheltered:** Not necessary.



Cabinet

13th July 2009

Item
9(ii)

Report of	Head of Strategic Policy & Regeneration	Author	Lindsay Barker Mike Scarlett Darren Brown ☎ 282253
Title	Council Dwellings Rent Reduction 2009/10		
Wards affected	All		

This report presents the proposal to implement a reduction in HRA dwelling rents for 2009/10

1. Decision Required

- 1.1 To approve the reduction in dwelling rents for Council tenants in 2009/10 which will result in an average decrease of £2.00 per week in the current financial year.

2. Reasons for Decision

- 2.1. Financial Procedures require the Head of Strategic Policy and Regeneration to prepare detailed HRA estimates setting the new rent levels for the new financial year, for approval by the Cabinet.

3. Alternative Options

- 3.1 To not implement the proposed reduction in Council dwelling rents for 2009/10.

4. Background

- 4.1 The Housing Revenue Account (HRA) budget and rent increase for 2009/10 was agreed by Cabinet on 28th January 2009. Since 2002/03, dwelling rents have been set within Communities and Local Government (CLG) guidelines and so the annual increase in rents paid by tenants are set by reference to national Government policy.
- 4.2 On 6th March 2009, the Housing Minister announced that given the unprecedented global economic downturn, the Government were to halve the 2009/10 national average guideline rent increase from 6.2% to 3.1%. The Government went on to say that they were prepared to change the subsidy position of those authorities who reduce their 2009/10 average rents accordingly, in effect to compensate for the resultant loss of rental income. However, they intend that the rent reduction is to take effect from 6th April, in other words the change is to be backdated once it is implemented.
- 4.3 Council's that wished to take up this offer were required to indicate to CLG by 24th April 2009 that they intended to do so. Following confirmation from the Portfolio Holders for Strategy and Neighbourhoods that Colchester wished to pass on the reduction in rent to our tenants, confirmation of the acceptance of this offer was sent to CLG on 22nd April 2009.

- 4.4 Like many other local authorities, the timing of this announcement came too late for Colchester to implement the changes from the 6th April 2009. Individual rent and housing benefit calculations had already been completed, and letters informing tenants with this information had been printed and were due to be sent out the following day so that the Council could give the statutory 28 days notice of the rent increase to all tenants.
- 4.5 Therefore, given that at the time of the announcement the Government had not indicated to authorities how rents should be calculated nor confirmed any funding to support this reduction in income it was decided to proceed with the original rent increase as planned. In practical terms there was insufficient time required to enable the Council to recalculate individual rent levels and housing benefit entitlement. By awaiting further information from the Government it was felt that the Council would be in a better position to assess any changes and implement the rent decrease at a latter point in the year, backdated to 6th April 2009.

Options for managing the rent reduction

- 4.6 We are currently working with Capita Housing our database suppliers to ensure an accurate backdated adjustment of rent accounts. Capita Housing hosted a meeting in April 2009 to look at the various options for handling the rent reduction from a system administration perspective. Colchester BC sent a representative to this meeting which was attended by a number of other Local Authorities from around the country. There are two main options that Local Authorities are considering these being a pro rata approach and a back dated adjustment.
- 4.7 The pro rata approach would mean that the current charges that have been applied from the 6th of April would remain. We would then inform tenants of the new reduced rent giving a formal 28 days notice from the 7th of September 2009. However, rather than apply the correct reduced rent we would apply a lower charge to balance the overall annual rental income due so as to off set the overpayment of rent prior to the 7th of September 2009. This option wasn't favoured by many local authorities due to the fact that the rent charges history for 2009-10 would need a lot of manipulation and could prove confusing to explain to our tenants. This would also mean an increase from the new rent year in April next year would be felt by tenants because of the artificially lowered rent this year.
- 4.8 The back dated adjustment approach was favoured by the majority of local authorities who attended the Capita Housing meeting. We would write to all tenants providing the statutory 28 days notice of the rent decrease from the 7th of September 2009. We will then arrange for a credit adjustment to be posted to all relevant tenants rent accounts for the 22 rental weeks from 6th April to the 7th of September 2009.
- 4.9 The 7th of September is the earliest date from which we can apply the new reduced rent so as to allow time for the required four week notice period to tenants and to make the necessary changes to individual rent accounts in the Capita Housing System.
- 4.10 This is the approach that is recommended and we are currently working to implement this in partnership with Colchester Borough Homes and Capita Housing.

Tenancy Changes

- 4.11 The rent adjustment will only apply to those tenants who are resident at the time of the implementation of the rent reduction. Tenants who were resident before this time and have since left will not be refunded. Rents are property specific and this means that rents will have been charged correctly up until the time of the change.

Housing Benefits

- 4.12 The recent circular from the Department of Works and Pensions has confirmed that implementation part way through the year is acceptable and will not lead to subsidy loss due to overpayments of housing benefits.
- 4.13 For recipients of housing benefit the credit adjustment will result in a housing benefit overpayment which will be equivalent to the same amount. We will be working with our colleagues in Resource Management to ensure this process is fully tested before being implemented. In order to save postage costs and improve communication to tenants we are planning to send both the revised Rent Notification and the new Housing benefit determination letter in the same envelope to customers.

Rent Refunds

- 4.14 By applying the rent reduction for the period between 6th of April and the 7th of September some tenants accounts will be put into credit. Tenants will be given the choice of requesting a rent refund but this will not apply to those on housing benefit or those in arrears. It is expected that many tenants may choose to simply reduce their following rental payments rather than request a rent refund.

2009/10 Budget

- 4.15 As previously stated, dwelling rents are set within Communities and Local Government (CLG) guidelines and so the annual increases in rents paid by tenants are set by reference to national Government policy. Following the recalculation of rents as a result of the ministerial announcement, the average rent proposed for 2009/10 would be £65.79 per week compared to the 2008/09 average of £63.82 an increase of £1.97 (3.09%) per week. For comparison, the 2009/10 average rent agreed by Cabinet on 28th January 2009 was £67.79 per week. Therefore the amended rent will result in an average decrease of £2.00 per week in the current financial year.
- 4.16 It is estimated that implementing the rent reduction will result in a reduction in rental income to the HRA in 2009/10 of £649k. However, it is anticipated that this will be reimbursed from CLG in the form of a reduction of £649k in the amount of HRA subsidy we have to pay in 2009/10. Therefore, it is estimated there will be no net effect on the HRA budget for 2009/10. An amended HRA budget for 2009/10 is shown at Appendix A.
- 4.17 The Government has asked authorities taking up their proposal for details of any additional General Fund costs that may be incurred as a result of this action to help them “ascertain whether they are likely to have an unreasonable impact on finances or constitute a potential unreasonable additional burden”. However, given that the Government do not intend to revisit authorities spending allowances for 2009/10 within the subsidy formulae, they state that “we would expect that local housing authorities will have the resources necessary to cover any such additional costs where it falls to the HRA”. It is currently estimated that additional costs of £1k and £11k will fall on the General Fund and HRA respectively, and that these will have to be met from existing budgets.
- 4.18 The Government have been asked what impact this reduction will have on the amount of subsidy local authorities will pay/receive in 2010/11. They have stated that they will consult on this issue in the summer alongside their proposals for guideline rent increases for 2010/11. However, they do state that it is their aim to ensure that those councils who

currently qualify for caps and limits payments in respect of rents set in 2009/10 (of which Colchester is one) are not disadvantaged by taking up this amended offer.

- 4.19 It is expected that we will incur a range of different costs including: consultancy software support from Capita Housing, out of hours week end support for when the changes are implemented to the housing database from Capita and SERCO and printing and postage costs to provide new rent notices.

5. Strategic Plan References

- 5.1 The revenue estimates presented here have been drawn up in accordance with the priority given by members to the services within the strategic plan.

6 Consultation and Publicity

- 6.1 An article on the announcement by the Government of the proposed rent reduction has recently been included in the tenants Housing News and Views. Working in partnership with Colchester Borough Homes we will inform tenants of the rent reduction and the timescale for the implementation of this.

7. Financial Implications

- 7.1 Are set out in this report.

8. Equality, Diversity and Human Rights Implications

- 8.1 This report has no specific equality, diversity and human rights implications.

9. Community Safety Implications

- 9.1 This report has no significant community safety implications

10. Health and Safety Implications

- 10.1 This report has no significant Health and Safety implications

11. Risk Management Implications

- 11.1 These have been taken into account in the body of the report.

Appendices

- Appendix A – Amended Housing Revenue Account Estimates 2009/10

Background Papers

- None

COLCHESTER BOROUGH COUNCIL		
Revenue Estimates 2009/10		
Housing Revenue Account		
Summary		Amended
Expenditure & Income Analysis	2009/10 Original Budget £000's	2009/10 Original Budget £000's
INCOME		
Dwelling Rents (Gross)	(21,748)	(21,099)
Non-Dwelling Rents (Gross)	(738)	(738)
Charges for Services and Facilities	(2,350)	(2,350)
Contributions towards Expenditure	(278)	(278)
HRA Subsidy Receivable (including MRA)	0	0
Total Income	(25,114)	(24,465)
EXPENDITURE		
Repairs and Maintenance	4,494	4,494
CB Homes Ltd Management Fee	3,510	3,510
Supervision and Management	5,943	5,943
Rents, Rates and Other Charges	116	116
Payment of Subsidy to CLG	2,896	2,247
Increased provision for Bad or Doubtful Debts	125	125
Interest Payable	2,772	2,772
Depreciation and Impairments of Fixed Assets	7,951	7,951
Amortisation of Deferred Charges	200	200
Debt Management Costs	33	33
Gross Expenditure	28,040	27,391
Net Cost of Services	2,926	2,926
Net HRA Income from the Asset Management Account	(200)	(200)
Amortised Premiums and Discounts	200	200
HRA Investment Income (including mortgage interest and interest on Notional Cash Balances)	(19)	(19)
Net Operating Expenditure	2,907	2,907
Revenue Contribution to Capital Expenditure	402	402
Transfer to/(from) Major Repairs Reserve	(3,522)	(3,522)
Deficit/(Surplus) for the Year	(213)	(213)
Deficit/(Surplus) at the Beginning of the Year	(1,282)	(1,282)
Deficit/(Surplus) for the Year	(213)	(213)
Deficit/(Surplus) at the End of the Year	(1,495)	(1,495)



Cabinet

Item
10(i)

13th July 2009

Report of	Head of Strategic Policy and Regeneration	Author	Fiona Duhamel
Title	Colchester Allocation of 2009/10 Haven Gateway Growth Area Funding		
Wards affected	All wards		

This report which is for information only concerns the allocation of 2009/10 Growth Area Funding to Colchester by the Haven Gateway Partnership

1. Decision(s) Required

- 1.1 To note the allocation of Growth Area Funding by the Haven Gateway Partnership for Colchester Regeneration Projects for the period April 2009 to March 2010 and the provisional funding allocation for 2010-2011.

2. Reasons for Decision(s)

- 2.1 Growth Area Funding is a key part of the external funding process which contributes substantially to delivery of key projects within the Council's Regeneration Programme.
- 2.2 It is important to understand the funding mechanism behind the delivery of these key projects shown within the Council's Capital Programme.

3. Alternative Options

- 3.1 The allocation has already been approved by the Haven Gateway Partnership Board which has Colchester's Chief Executive and the Leader as representatives for the Council.
- 3.2 Many projects have been affected by the lack of private sector funding due to current economic conditions therefore public funding through Haven Gateway is particularly important in supporting the delivery of key Colchester projects.

4. Supporting Information

- 4.1 The Council is a key partner within the Haven Gateway Partnership and since 2007 has been able to bid for external Growth Area Funding through the Partnership.
- 4.2 In 2008 an Integrated Development Programme was established by the Partners which detailed a number of spatial and thematic packages for the subregion.
- 4.3 These packages, together with a detailed scoring process have helped to determine regeneration priority projects within Colchester and funding has been allocated in accordance with these priorities.
- 4.4 A copy of the Haven Gateway IDP can be found on the Colchester Regeneration website or alternatively a hard copy is available in the Members room.

5. Proposals

- 5.1 The spreadsheet below shows funding allocated to Colchester Projects in the current financial year (2009-10). It also shows provisional funding allocations for 2010/2011.
- 5.2 The total allocation of capital funding and revenue funding for 2009-10 is £882,500 and the provisional allocation for 2010-11 is £1,995,000. This represents 26% of the overall capital funding and 48.5% of the overall revenue funding for 2009/10
- 5.3 As mentioned above all projects which have been allocated funding are priorities as identified in the Haven Gateway IDP.

Colchester's Allocation for 2009-10 and provisional allocation for 2010-11

	IDP Score	CLG FUNDING		Total
		Year 2 2009/10	Year 3 2010/11	
<u>Town Centre Improvements (construction)</u>	48	£150,000	£550,000	£700,000
<u>St Botolph's Public Realm (Phases)</u>	42	£180,000	£220,000	£400,000
A12 Junction facilitation	48	£350,000	£1,150,000	£1,500,000
Creative Business Centre	48	125,000	75,000	£200,000
University BIC	48	50,000		£50,000
Total		£805,000	£1,995,000	£2,800,000
Reserve projects				
Public Realm St Botolphs				£350,000
A12 Junction facilitation				£500,000
North Colchester BIC				£500,000
North station implementation				500,000
Green links implementation				1,800,000
Revenue Projects				
	IDP Score	Year 2 2009/10	Year 3 2010/11	Total
<u>North Colchester LDF release</u>	48	£27,500		£27,500
<u>Breakers Park</u>	33	£50,000		£50,000
		£77,500	£0	£77,500
Reserve projects				
River walls feasibility				168,000
Green links feasibility				85,000

6. Strategic Plan References

- 6.1 All key priorities in the IDP contribute towards the Council's Strategic Priorities.

7. Consultation

- 7.1 The allocations have been determined through key stakeholder consultation by way of the Haven Gateway Strategic Officers Group and the Haven Gateway Board. Individual projects will be subject to public consultation during feasibility or implementation stage.

8. Publicity Considerations

- 8.1 The IDP and key priorities identified within it have been subject to considerable publicity, not least a launch event at the Houses of Parliament in February 2009.

9. Financial implications

- 9.1 All key projects which require external funding are monitored through the Council's capital programme. These projects are also monitored through the project management processes set up under the Council's regeneration programme, which includes a monthly Steering Group and quarterly Renaissance Partnership Boards. This process looks at spend against budget, programme exceptions, and project risk.
- 9.2 Quarterly spend on individual projects awarded funding is monitored through the Haven Gateway Partnership and the project spend is also managed by Essex County Council which is acting as financial controller for the GAF monies.

10. Equality, Diversity and Human Rights implications

- 10.1 There are no equality diversity or Human Rights Implications through this allocation of funding.

11. Community Safety Implications

- 11.1 There are no community safety implications through the allocation of this funding.

12. Health and Safety Implications

- 12.1 There are no Health and Safety implications through the allocation of this funding

13. Risk Management Implications

- 13.1 Key projects awarded this funding will be monitored through the Council's Regeneration Risk Management Processes.

Background Papers


A copy of the IDP which details Colchester Priority Projects will be available on the Council's Regeneration website and the Haven Gateway Partnership website or a hard copy will be available in the Members Room.



Cabinet

13 July 2009

Item
11(i)

Report of	Executive Director	Author	Ann Wain
Title	Performance report 2008/09		 282212
Wards affected	Not applicable		

**This report concerns the performance against key indicators for the year
2008/09**

1. Decision Required

1.1 To note the performance against these key indicators.

2. Reasons for Decision

2.1 The information represents the key areas of performance for the Council. In particular it covers the areas that are judged by the Audit Commission.

3. Alternative Options

3.1 It is a requirement that we report this information to the Audit Commission and it will inform a number of external judgements including Use of Resources.

4. Supporting Information

4.1 A new regime of performance indicators was introduced in 2008, with a set of National Indicators replacing the Best Value Performance Indicators (BVPIs).

4.2 2008/09 has been a transitional year with new arrangements having to be established for collecting data. This means that little comparative data is available, either with previous years or with other authorities. This picture will build up over time. There are some indicators where we are dependent on other agencies for information and this is not all yet available.

4.3 The information presented includes a number of different types of performance information:

1. National Indicators that Colchester Borough Council lead on that are also included in the Local Area agreement
2. National Indicators that Colchester Borough Council lead on that are not included at 1.
3. Local indicators, ex BVPIs that we felt it was important to retain
4. Life Opportunities targets where Colchester Borough Council has the lead

4.4 This information is being reported on the same agenda as the strategic plan action plan, and the intention is that as we report through the year these items will continue to be reported at the same time so that the Cabinet will have a full performance picture.

5. Performance

- 5.1 There are some areas where performance has been particularly good:
- Both targets around waste and recycling have been exceeded
 - Sickness absence has been substantially reduced
 - Achievement of Level 3 of the Equality Standard
 - Benefits claims processed correctly (despite a very significant increase in numbers)
- 4.2 There are also some areas of concern. Several targets have not been achieved because of the impact of the economic climate:
- Households in temporary accommodation
 - Number of affordable homes
 - Council Tax and Business Rates collected

6. Strategic Plan References

- 6.1 The delivery against many of the performance indicators contributes to the outcomes in the strategic plan.

7. Consultation

- 7.1 N/A

8. Publicity Considerations

- 8.1 The performance against some of these indicators allows the public to judge our how well we are doing.

9. Financial implications

- 9.1 Where performance is poor we need to consider if additional resources need to be moved to support an improvement. This is done as part of the budget strategy.

10. Equality, Diversity and Human Rights implications

- 10.1 The economic climate is affecting a range of customer groups and we need to ensure that the standard of service does not impact disproportionately on particular groups

11. Community Safety Implications

- 11.1 N/A.

12. Health and Safety Implications

- 12.1 N/A.

13. Risk Management Implications

- 13.1 Poor performance impacts on our residents and on the reputation of the Council. It is important to monitor performance and to take action where performance is not to the

required standard. If a service was seen to be falling in performance, this would need to be managed through the risk management process.

homelessness prevention and more data we are offering 35 appointments per week time of 1 week to be seen. Please note December 2008 was 232 and is the performance for this NI (Q4 of the CLG P1E return

NI 186	CO2 reductions per head in CBC's area	annually	9.0%	June 09	annual	The calculations of CO2 per capita are done and published annually, however data will be updated. The national baseline is 2005. 2009 target change in CO2 emissions per capita, the released in June 09. ECC and GoEast is targeting a May 2009 of 9% by the end of the LAA 2
NI 188	Planning to adapt to climate change	annually	level 1	level 1	green	The Council has been successful in achieving (one) in its self assessment over the first Level zero covers the baseline work where threats and the next steps. Level one task demonstrates that the authority is taking
NI 191	Residual household waste per household	quarterly	710kg	527.642kg	green	The efforts put in by the Council to reduce produced by households has led to this target has been exceeded quite substantially. target for this year will be the figure agreed. Council is reviewing its whole waste and a task and finish group who will make recommendations to Cabinet on how we deliver waste and reduce future
NI 192	Household waste reused, recycled and composted	quarterly	34.0%	36.9%	green	This a good improvement on the previous is unlikely to place in the top 25% of authorities the LAA target 35% by March 2010, CBC this same period. Future targets will be set appraisal and task and finish group meeting indicator
NI 195	Improved street and environmental cleanliness (levels of graffiti, litter, detritus and fly posting)	quarterly	partner targets not agreed	Litter 6.6%, Detritus 13.3%, Graffiti 6%, Flyposting 1%	amber	The Council works very closely with Essex and other Essex districts on this new indicator confirmed annual results form Defra. Local percentages as per results column where been supplied

NATIONAL INDICATORS - which CBC has responsibility for (and are not included in LAA above)

NI 14	Avoidable contact: minimising proportion of customer contacts that is of low or no value to the customer	annually	no target as per guidance	36.6%	started Nov	Year end figure submitted via ESD tool kit group has been formed to evaluate data on contact in each service area.
NI 157	Processing of planning applications v targets for 'major', 'minor' and 'other' application types	quarterly	60%/65%/80%	"majors" 56% "minors" 83% "others" 92%	"majors" red ; "minors" green ; "others" green	The really good news for the period is that 'minors' and 'others' categories far exceed targets. Unfortunately performance in the 'majors' below the national indicator target of 60% disappointing it was not unexpected and earlier reports. Although current performance 100%, we are still indicating below target backlog of applications which requires the negotiations. These have been hampered by downturn and reluctance of developers to focussed effort on this backlog is program
NI 158	% non-decent council homes	quarterly	21%	18.8%	green	Following the departure of Inspace, the LAA was put on hold until a number of key pieces completed. The Council has invested in Asset Management database, which enables work programmes. Work has continued on H&S risk and void properties, which in turn works to restart the decent homes program. Cabinet, HCE, GoEast, CLG and CBH will 2012. The Council has put in place a full to tender the continuation of the decent homes will make the decision to award the contracts to contractors in October 2009
NI 159	Supply of ready to develop housing sites	annually	4150 = Five year supply	6222	green	The Council has identified a 15 year housing annual target of 830 (4150 for 5 years) is Plan. The current CBC 5 year supply for

NI 181	Time taken to process housing benefit/council tax benefit new claims/change events	monthly	16 days	13.14	green	indicator and therefore there are no previous years data. Workload has increased by 140% year on year.
NI 182	Satisfaction of businesses with LA regulation services	annually	75%	85.0%	green	This is a brand new indicator for 2008-09 with no data for previous years with which to compare. However, discussions amongst professional colleagues indicate that 75% may be considered to be a satisfactory result of 85% is therefore an encouraging result of assessment but closer comparisons with other authorities obviously be possible in future years.
NI 184	Food establishments in the area which are broadly compliant with food hygiene law	annually	above 75%	91.00%	green	This is a brand new indicator for 2008-09 with no data for previous years exists. However, discussions with professional colleagues indicate that 75% may be considered a reasonable result. It is therefore quite satisfactory to achieve a compliance rate of 91% for the first year. This has increased over the past few months
NI 185	CO ₂ reduction from local authority operations	annually +updates	year-on-year decrease	n/a	annual	Figures will not be available for this new indicator for 2009 however, the Council has been successful in implementing projects through its membership of the Carbon Management programme. This has resulted in a reduction in CO2 emissions from its own operations which enabled the Council to demonstrate to other authorities methods that can be applied elsewhere. The Council will continue to reduce CO2 emissions over the next two years
NI 187	Fuel poverty – % of people receiving income based benefits living in homes with low energy efficiency rating	annually	year on year decrease in the number of properties with low energy efficiency year on year increase in the number of properties with high energy efficiency	SAP less than 35 = 6.9% SAP greater than 65 = 31.2%	green	This is a new indicator and the information for 2008/09 equates to 6.9% equates to 35 respondents in receipt of income based benefits living in properties which have low energy efficiency. This equates to 159 respondents in receipt of income based benefits living in properties which have high energy efficiency. This is a measureable progress against this new indicator. The new target for 2009/10 when the new survey will be carried out is 5.0%
NI 194	Level of air quality – % reduction in NO _x and primary PM ₁₀ emissions through CBC's estate and operations	annually +updates	year on year decrease	n/a	annual	Data not available at present time (will be available in 2009) plans should enable us to meet target.
NI 196	Improved street and environmental cleanliness-fly tipping	annually	no benchmark	623	annual	As this is a new indicator we are waiting for more information from other districts to judge on what would be a meaningful target. The Council will be looking to achieve clearance as part of the review of its Street Cleaning Contract
LOCAL INDICATORS - ex-BVPIs which have been carried forward as CBC local indicators						
ex-12	Sickness Rate (average working day/employees)	monthly	9.5 days	8.28 days	green	Our performance in this area had dramatically improved from 9.5 days in 2007/08 to 8.28 days in 2008/09. If it would put us in top quartile performance
ex-2a	Equality Standard level	annually	to achieve level 3	level 3	green	Level 3 Accreditation achieved March 2009. New Framework in place from April 2009. Target as "achieving". New Target to be set for 2010/11
ex-8	Invoices paid on time	quarterly	98.6%	98.3%	red	26,400 invoices processed so the shortfall was 1,400 invoices not paid on time. 75% of invoices paid on time. Standard payment is 30 days.
ex-9	Council Tax collected	annually (+updates)	98.5%	98.4%	red	Below target due to impact of economic situation in previous financial year (98.3%)
ex-10	Business rates collected	annually (+updates)	99.5%	98.4%	red	Big impact of economic situation and closure of many businesses. Last year 99.8%.
ex-79a	Benefit claims processed correctly	quarterly	99.0%	99.4%	green	Excellent performance given 140% increase in resources.
ex-79bi	% of benefit overpayment recovered in current year	annually (+updates)	75.0%	61.8%	red	Target not achieved in % terms as the total amount recovered was higher than expected. In absolute terms the highest ever achieved. Previous year 65.0%
ex-106	New homes on brownfield sites	6-monthly	60%	82.7%	green	On target
ex-204	How many planning appeals are allowed against our decision to refuse	quarterly	>35%	33.3%	green	The annual figure April 08-March 09 meets the requirements
ex-218a	Reports of abandoned vehicles investigated in 24 hours	annually	100%	100.0%	green	Annual target achieved
ex-218b	% abandoned vehicles legally removed within 24 hours	annually	50%	75.0%	green	2009/10 result previous annual targets set for 50% contract awarded last year results in accordance with April 09

12	Reduce the number of households living in homelessness temporary accommodation by 50%	quarterly	206 (see NI 156)	235	red	in the Homechoice Shop to take initial en increased our capacity for housing advis homelessness prevention and more deta we are offering 35 appointments per wee time of 1 week to be seen. Please note December 2008 was 232 and is the perf on for this NI (Q4 of the CLG P1E return
13	Reduce the number of CBH tenants who are evicted due to rent arrears by 25% by providing proactive assistance to combat debt	quarterly	15 evictions	30	red	We continue to try and balance the need collection rates with sustaining tenancies targeted tenancies with a debt over £1,0 strategy has improved the level of rent c higher level of evictions. Eviction still re action following a number of different me resolve the situation.

green = on track / on target; amber = off track, but have plans in place to hit target or have the necessary info; red = either off track or unable to fill in th

Report of	Head of Corporate Management	Author	Richard Clifford
Title	Appointments to external organisations and council groups		
Wards affected	Not applicable		

This report concerns the appointment of representatives to external organisations and Council reference groups.

1. Decision(s) Required

- 1.1 To agree the appropriate classification of each organisation or group as set out in the attached appendices.
- 1.2 To agree representatives for the Municipal Year 2009/10 to the various external organisations and Council groups listed in Appendix A, such appointments to cease if the representatives cease to be members of the Council during the year.
- 1.3 To confirm that those Councillors who are not members of the Council groups for the Municipal Year 2009/10 be confirmed as a pool of members able to act as substitute members on Council groups, in accordance with the normal requirements relating to substitute members set out in the Council's Constitution.
- 1.3 To authorise the Leader of the Council to make a determination where a nomination is deemed to be in dispute.

2. Reasons for Decision(s)

- 2.1 It is important for the Council to continue to make formal appointments to certain organisations and council groups such as those with statutory functions, our key strategic and community partners and groups with joint working arrangements. These groups have been identified in Appendix A.
- 2.2 However, there are a number of groups and organisation whereby it would now be more appropriate for links to be maintained through the Council lead officer or relevant Portfolio Holder, rather than by a formal appointment to the organisation. These Groups have been identified in Appendix B.
- 2.3 At Appendix C are those appointments which will cease as a consequence of the work of the group being completed or no longer being funded by the Council.

3. Alternative Options

- 3.1 No alternative options are proposed other than to authorise the Leader of the Council to make a determination where a nomination is deemed to be in dispute.

4. Supporting Information

4.1 An exercise has been conducted to review the organisations and groups to which the Council has made appointments in the past and these have been categorised in accordance with the criteria set out in paragraphs 2.1 - 2.3 above. In addition, the appointment to the Braintree, Uttlesford and Colchester Joint Parking Committee and the PATROL Adjudication Committee have been added.

4.2 In accordance with the agreed procedure for making appointments to external organisations and council groups, if any seat or vote allocation remains in dispute by the after the appointments have been made by Cabinet, the Leader of the Council can determine the matter.

5. Financial implications

5.1 Members continue to be entitled to claim travel allowance in respect of attendance at meetings of the external organisations and Council groups to which they have been appointed.

6. Strategic Plan References

6.1 The particular contribution that each of the external organisations and Council groups makes towards the aims of the Strategic Plan is indicated in the Appendices.

7. Publicity Considerations

7.1 Members appointed as representatives will be notified accordingly. Confirmation of appointments will be sent to the relevant external organisation and to officer contacts for the various Council groups.

8. Equality, Diversity and Human Rights, Community Safety and Health and Safety Implications

8.1 None.

9. Risk Management Implications

9.1 Councillors fulfilling external and partnership appointments need to have regard to the information and advice contained within the 'Guidance for Members on Outside Bodies', a copy of which is in the Members' Room for reference.

Organisations / Groups requiring formal appointment				
Organisation	Existing Representative (s)	Role of the Representative and Voting Capacity	Contact Name and Address	Compliance with the Strategic Plan
Local Government Organisations				
Local Government Association, General Assembly [Local Government Association dealing with all aspects of local government] [Meetings are held in June/July and December at 2pm. The meeting in June/July is held at the annual conference venue and the December meeting in London]	Leader of the Council (voting member) – Cllr Turrell Substitute members) – Cllr T. Higgins Main Group Leaders as observers – Cllrs Bentley, G. Oxford and T. Young	Representative is a member of the general assembly and has a voting right (if more than one member is appointed there remains only one voting right)	Miss Noleen Rosen Project Support officer Local Government Association Local Government House, Smith Square, London Sw1P 3HZ noleen.rosen@lga.gov.uk Tel: 020 7664 3215 Fax: 020 7664 3030	

<p>Local Government Association, Urban Commission</p> <p>[Local Government association dealing with urban affairs]</p> <p>[Two meetings held per annum between 11am and 4pm. One meeting is held in London and the other in an urban authority]</p>	<p>Cllr Offen (voting member)</p> <p>Cllr T. Young (non-voting member)</p>	<p>Representatives are members of the Commission and one member is able to vote</p>	<p>Marion Stribling, Member Services Local Government Association Local Government House Smith Square London SW1P 3HZ memberservices@lga.gov.uk Tel: 020 7664 3040 Fax: 020 7664 3030</p>	<ul style="list-style-type: none"> • Promote economic prosperity • Tackle deprivation • Foster social inclusion
<p>Local Government Association, Rural Commission</p> <p>[Local Government Association dealing with rural affairs]</p> <p>[Two meetings held per annum, one in London and the other in a rural authority. Meetings held between 11am and 4pm]</p>	<p>Cllr Chillingworth (voting member)</p> <p>Cllr Garnett (non-voting member)</p>	<p>Representatives are members of the Commission and one member is able to vote</p>	<p>Marion Stribling, Member Services Local Government Association Local Government House Smith Square London SW1P 3HZ memberservices@lga.gov.uk Tel: 020 7664 3040 Fax: 020 7664 3030</p>	<ul style="list-style-type: none"> • Supporting rural communities
<p>Local Government Association, Coastal Issues Special Interest Group</p> <p>[Local Government Association dealing with coastal issues]</p> <p>[Three meetings per annum held in London]</p>	<p>Cllr T. Young</p>	<p>Representative is a committee member. Voting is not applicable</p>	<p>Marion Stribling, Member Services Local Government Association Local Government House Smith Square London SW1P 3HZ memberservices@lga.gov.uk Tel: 020 7664 3040 Fax: 020 7664 3030</p>	<ul style="list-style-type: none"> • Protecting Colchester's heritage and environment

<p>East of England Regional Assembly [Local Authority]</p>	<p>Leader of the Council - Cllr Turrell Cllr T. Higgins (substitute member)</p>	<p>Representatives participate fully one is able to vote</p>	<p>Colin Robertshaw East of England Regional Assembly Flempton House Flempton, Bury St Edmunds Suffolk IP28 6EG colin.robertshaw@eera.gov.uk Tel: 01284 729412</p>	
<p>Essex Partnership Forum (reconstituted to partially replace Essex Local Government Association, Executive Committee) [Two meetings per year]</p>	<p>Leader of the Council - Cllr Turrell</p>		<p>Kate Crofts Essex County Council Room 113, County Hall Market Road Chelmsford CM1 1QH kate.crofts@essex.gov.uk Tel: 01245 437552</p>	
Key Strategic Organisations				
<p>Local Strategic Partnership (Colchester 2020)</p>	<p>Leader of the Council - Cllr Turrell Cllr T. Young</p>	<p>Full voting capacity</p>	<p>Adrian Pritchard, Chief Executive adrian.pritchard@colchester.gov.uk Tel: 282211 Delivery Point 31 Irene Swift Colchester2020@colchester.gov.uk Tel: 282348 Fax: 282261 Delivery Point 31</p>	<p>Key Strategic Body</p>

<p>Haven Gateway Partnership</p> <p>[A sub-regional economic partnership]</p> <p>The purpose of the Partnership is to be a framework through which partner organisations can work together to promote the economic opportunities and secure the future prosperity of this major gateway to the East of England</p> <p>[The Management Board meets bi-monthly at Haven Gateway Offices, Colchester]</p>	<p>Leader of the Council - Cllr Turrell</p> <p>Cllr Barton (substitute member)</p>	<p>The Chairman is appointed annually. The Chairman and each partner have one vote. The Secretary may not vote.</p>	<p>Lisa Brazier Haven Gateway Partnership Suites 3 & 5, The Centre The Crescent Colchester Business Park Colchester CO4 9QQ</p> <p>Lisa.brazier@haven-gateway.org Tel: 01206 848412 Fax: 01206 848419</p> <p>Officer contact - Jim Leask, Tel: 502864 Delivery Point 30</p>	<ul style="list-style-type: none"> • Promote economic prosperity
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<p>Waste Management Advisory Board for Essex and Southend</p> <p>[Local authority advisory body involved in waste management]</p> <p>[Meetings to be held during the day, other details to be advised at a later date]</p>	<p>Portfolio Holder for Street and Waste Services – Cllr T. Young</p> <p>Cllr Smith (substitute member)</p>	<p>The Waste Management Advisory Board discusses and progresses a number of waste management issues that are of county wide significance such as the Essex Municipal Waste Management Strategy, Essex's long term waste management contract and the appointment of consultants for the Strategy.</p>	<p>Ian Myers Member Support and Governance Essex County Council County Hall Chelmsford CM1 1QH ian.myers@essex.gov.uk Tel: 01245 430481 Fax: 01245 280180</p>	<ul style="list-style-type: none"> • Reduce, Reuse and Recycle • Be cleaner and greener
<p>Fixed Term Appointments</p>				

<p>Colchester Institute Corporation Board of Governors</p> <p>[Corporation Board meetings are held six times a year and Committee meetings are held at least six times a year, at Colchester Institute]</p>	<p>Cllr Pyman (until 31 July 2010) (4 year term of office)</p>		<p>Hazel Paton Clerk to the Governors Colchester Institute Corporation Sheepen Road Colchester CO3 3LL</p> <p>hazel.paton@colchester.ac.uk Tel: 518606 Fax: 718155</p>	<ul style="list-style-type: none"> Engaging with young people
<p>Colchester Sixth Form College, Corporation Board of Governors</p>	<p>Cllr Blundell (until November 2009)</p> <p>Cllr Barlow (from November 2009)</p>	<p>Full member with voting rights – serves a 4 year term of office from November</p>	<p>Celia Douglas Clerk to the Governing Body The Sixth Form College North Hill Colchester CO1 1SN</p> <p>douglasc@colchsf.ac.uk Tel: 500532 Fax: 500532</p>	<ul style="list-style-type: none"> Engaging with young people
All other organisations/groups				
<p>Annual Rail Seminar</p> <p>[Liaison meeting between representatives of the rail industry and other stakeholders]</p> <p>[One meeting held per year, usually March, with change of venue year on year generally held daytime. Next meeting will be in March 2010 in Chelmsford.]</p>	<p>Cllr Naish</p>	<p>To participate in discussions and to raise issues of concern to this Council, able to vote</p>	<p>Teresa Milbourn Senior Transport development Specialist Essex County Council County Hall Chelmsford CM1 1QH</p> <p>teresa.milbourn@essex.gov.uk Tel: 01245 437154 Fax: 01245 496764</p>	<ul style="list-style-type: none"> Congestion busting

<p>Braintree, Colchester and Uttlesford Joint Parking Committee</p> <p>To develop and implement a joint parking service for Braintree, Colchester and Uttlesford</p>	<p>Portfolio Holder with responsibility for Street and Waste Services Cllr T. Young—and Portfolio Holder for Communication Customers and Leisure – Cllr Hunt</p>		<p>Matthew Young Head of Street Services Street Services matthew.young@colchester.gov.uk 01206 282902</p>	<ul style="list-style-type: none"> • Congestion busting
<p>Campaign to Protect Rural Essex (Countryside and environment organisation)</p> <p>[Meetings held six times a year at 10.30am at the Essex Record Office, Wharf Road, Chelmsford]</p>	<p>Cllr Blundell</p>	<p>Representatives have no specific role but attend on behalf of the Council to facilitate two way communications. Representatives are not able to vote</p>	<p>Tony Middleton Campaigns and Development Manager Campaign to Protect Rural Essex CPRE House Threshelfords Park Inworth Road Feering, Colchester CO5 9SE office@cpressessex.org.uk Tel/Fax: 01376 572023</p>	<p>Community development</p>
<p>Colchester Borough Homes Board</p> <p>[Commercial Partnership]</p>	<p>Cllrs Sykes, Chapman, Harris, Kimberley, Fisher and J. Young</p>		<p>Nick White Colchester Borough Homes PO Box 7888 Colchester CO3 3YB Delivery Point 4 nick.white.cbhomes@colchester.gov.co.uk Tel 01206 282354 Fax 01026 506938</p>	<ul style="list-style-type: none"> • Homes for all

<p>Colchester Children's and Young People's Strategic Partnership Group</p> <p>[To ensure an integrated approach to development and delivery of quality services for young people aged 0 to 19.]</p>	<p>Cllr Dopson (Plus officer member – Gareth Mitchell, Head of Life Opportunities))</p>		<p>Kirsty Studd CYPSP Co-ordinator Ground Floor Rowan House 33 Sheepen Road Colchester CO3 3WG</p> <p>Officer contact – Gareth Mitchell Tel: 506972 Delivery Point 30</p>	<p>Addressing younger people's needs</p>
<p>Colchester Community Stadium Board</p> <p>[Commercial Partnership]</p>	<p>Cllrs Turrell and Hunt Chief Executive Adrian Pritchard</p>		<p>Chief Executive of the Board, Clive Gilham</p>	<ul style="list-style-type: none"> • Community development • Healthy living
<p>Colchester Crime and Disorder Reduction Partnership - Responsible Authority Group</p>	<p>Cllr T. Young (Plus officer member – Ian Vipond, Executive Director)</p>	<p>Full voting rights</p>	<p>Peter Carrington, Community Safety Co-ordinator peter.carrington@colchester.gov.uk Tel: 717816</p>	<p>Community Safety</p>
<p>Colchester Hospital University NHS Foundation Trust</p>	<p>Cllr Hunt</p>		<p>Becci Hurst Foundation Trust Membership Officer Colchester Hospital University NHS Foundation Trust 01206 742733</p>	<p>Healthy living</p>

<p>Colchester and Ipswich Joint Museums Committee</p> <p>To develop and implement a joint museum service for Colchester and Ipswich</p>	<p>Portfolio Holder with responsibility for Culture and Diversity Cllr Smith—and Portfolio Holder for Resources and Business – Cllr Offen</p>	<p>Peter Berridge, Colchester and Ipswich Museum Manager, Street and Leisure Services Peter.berridge@colchester.gov.uk 01206 282925</p>	<p>Community development Addressing younger people's needs</p>
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<p>Colne Estuary Members' Liaison Group [Joint Authority Partnership with Tending]</p>	<p>Cllrs Davidson, Quarrie, Manning and Lilley</p>		<p>Beverley McClean Coast and Countryside Planner Tel: 282480 Fax: 282711 Delivery Point 7 beverley.mcclean@colchester.gov.uk</p>	<ul style="list-style-type: none"> • Community development • Cleaner and greener
<p>Cory Environmental Trust in Colchester [Registered Charitable Trust giving grants in various categories relating to the environment, public amenity and public education] [Meetings are held 3 times a year at 6pm at various town centre venues]</p>	<p>Cllr Arnold</p>	<p>Trustee and able to vote</p>	<p>Karen Daniel Street Services Support Manager Tel: 282910 karen.daniel@colchester.gov.uk</p>	<ul style="list-style-type: none"> • Cuts across all corporate priorities

<p>Dedham Vale (AONB) and Stour Valley Joint Advisory Committee</p> <p>[Partnership project funded by local authorities and Natural England.</p> <p>[Meetings held 2 or 3 times a year at various times and venues throughout the Stour Valley area. Additional meetings and workshops as necessary.]</p>	<p>Dedham and Langham/Fordham and Stour Ward Councillors (2)</p> <p>Councillor Chapman and Councillor Garnett</p>	<p>Representatives are involved in steering the work of the project and in particular matters affecting the Area of Outstanding Natural Beauty. Representatives are able to vote.</p>	<p>Simon Amstutz, Project Manager Dedham Vale (AONB) and Stour Valley Countryside Project c/o Suffolk County Council Endeavour House (B3 F1) 8 Russell Road Ipswich IP1 2BX</p> <p>Tel: 01473 264263 Fax: 01473 216824 Mobile: 07971 909649 E:mail Dedhamvale.projct@suffolk.gov.uk</p> <p>Officer contact – Adam John, Tel: 282469 Delivery Point 12</p>	<ul style="list-style-type: none"> Community development
<p>East Essex Waste Management Joint Committee</p> <p>[Joint Authority Partnership with Chelmsford, Essex, Maldon and Tendring]</p>	<p>Portfolio holder for Performance and Partnerships - Cllr Dopson</p> <p>Cabinet member substitute – Cllr Smith</p>		<p>Ian Myers Committee Officer Member Support and Governance Essex County Council PO Box 11 County Hall Chelmsford CM1 1LX</p> <p>ian.myers@essex.gov.uk</p> <p>Tel: 01245 430481 Fax: 01245 280180</p>	<ul style="list-style-type: none"> Reduce, Reuse and Recycle

<p>Equality and Diversity Team</p> <p>[Council Group]</p>	<p>Cllrs T. Higgins, G. Oxford, Scott-Boutell, J. Young and Willetts</p>		<p>Pamela Donnelly Executive Director, Colchester Borough Council Tel: 01206 282212 pamela.donnelly@colchester.gov.uk</p>	<ul style="list-style-type: none"> • Cuts across all strategic priorities
<p>Local Government Arts Forum</p> <p>[LGAF is the membership organisation of the 54 local authorities in the East of England, working in partnership with Arts Council England, East to build opportunities for growth by the region's artists and arts organisations.</p> <p>The work of the LGAF is managed by the LGAF Executive, a group of 12 representatives (one Councillor and one Officer from each county)]</p> <p>[The LGAF Executive meets 3 times a year.]</p>	<p>Cllr Smith (substitute Cllr Barton)</p>	<p>Representative encouraged to participate fully in the meeting and is able to vote</p>	<p>Belinda Bryan Regional Partnerships Officer Arts Council England, East, Eden House 48-49 Batemen Street Cambridge CB2 1LR Belinda.bryan@artscouncil.org.uk Tel: 01223 454406 Officer contact – Josie Worner, Tel: 282914 Delivery Point 6</p>	<p>Community development</p>

<p>Highway Panel</p> <p>Panel will provide for local authorities and their communities to make recommendations associated with where certain funds should be spent on the local highway network. They will be asked to prioritise the way in which funds are allocated and to monitor progress against this budget. The County Council Portfolio Holder would set the budget and formally 'sign off' any decisions.</p>	<p>Relevant Portfolio Holder to act as Chairman and five Councillors, representing urban wards that are partially or entirely non-parished.</p> <p>Cllrs T. Young, Gamble, Cope, Harris, Lewis and Hazell</p>	<p>Amanda Chidgey, Democratic Services Manager, Colchester Borough Council amanda.chidgey@colchester.gov.uk 01206 282227</p>	<p>Congestion busting Community development</p>
<p>Member Development Group</p> <p>Group constituted to assist in the formulation, implementation, monitoring and evaluation of member development strategies.</p>	<p>Cllrs Offen, Chapman, G Oxford, and Naish</p>	<p>Richard Clifford, Democratic Services Officer. richard.clifford@colchester.gov.uk 01206 507832</p>	<p>Supports members to meet all strategic priorities</p>

<p>Mercury Theatre Limited [Limited Company and Charity running an arts repertory company] [Meetings held every 4-6 weeks at 6pm at the Mercury Theatre]</p>	<p>Cllr Hall</p>	<p>Representatives act as Directors who are able to participate fully in the meetings and vote</p>	<p>Tom Lagden Administration Manager Mercury Theatre Balkerne Gate Colchester CO1 1PT toml@mercurytheatre.co.uk Tel: 01206 245515 Fax: 01206 769607 Officer contact – Josie Womer, Tel: 282914 Delivery Point 6</p>	<p>Community development</p>
<p>Museums in Essex Committee [Countrywide consultative committee regulated by constitution. Involved in the improvement of museum provision and standards in the country] [Three meetings held per annum at 10.30am. Meetings held by local authorities and museum members around the country]</p>	<p>Cllr Smith The representative could be elected as Chairman or Vice Chairman. There are sub-groups to which representatives are invited to join as and when appropriate.</p>	<p>Elected members receive and consider reports from the Museums in Essex officer and act in a consultative role. Each local authority is entitled to appoint one elected member to serve on the committee.</p>	<p>Glynis Evans Essex County Council County Hall Chelmsford CM1 1LX glynis.evans@essex.gov.uk Tel: 01245 244666 Officer contact – Peter Berridge, Tel: 282930 Delivery Point 18</p>	<p>Community development Addressing the needs of younger people</p>

<p>Patrol Adjudication Joint Committee</p> <p>The Parking and Traffic Regulations Outside London Adjudication Joint Committee (PATROL AJC) has been established to enable constituent Councils to exercise their functions appointing Adjudicators, etc. under Part 6 of the Traffic Management Act 2004.</p> <p>This council joined the Joint Committee as required, during 2008. As the council is a member of the PATROL Adjudication Joint Committee, it is a requirement that the council regularly nominates a Councillor to serve on the Joint Committee.</p> <p>The role of the members of the Joint Committee is to oversee the administrative functions of the 'Traffic Penalty Tribunal' and appoint adjudicators. Meetings are held twice a year in January and June in Manchester.</p>	<p>Portfolio Holder for Street and Waste Services – Cllr Young</p>	<p>PATROL Development Officer Joint Committee Services PATROL Barlow House Minshull Street Manchester M1 3DZ. www.patrol-uk.info Tel : 0161 242 5290 Fax : 0161 242 5265</p> <p>Officer contact – Richard Walker Perking Services Manager Delivery Point 7b 01206 282716</p>	<p>Congestion busting</p>
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<p>Police and Community Consultative Group</p> <p>[Unincorporated association concerned with community and police liaison]</p> <p>[Three public meetings being held in 2007]</p>	<p>Cllr T. Young</p>	<p>Fully participative member</p>	<p>Jo van Zanten (Mrs) PCCG Secretariat (North Division) Essex Police Authority 3 Hoffmanns Way Chelmsford CM1 1GU Jo.Vanzanten@essex.pnn.police.uk Tel: 01245 291608 Fax: 01245 291601</p>	<p>Community safety</p>
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APPENDIX B

Organisation/Groups without formal appointment and where links to be maintained by officer or Portfolio Holder				
Organisation	Representatives in 2008-09	Role of the Representative and Voting Capacity	Contact Name and Address	Compliance with the Strategic Plan
Activity Centres Management Committee [Council Group]	Cllrs Blandon, Lewis and J. Young		Bridget Tighe Community Development Co-ordinator Tel: 282104 Delivery Point 30 bridget.tighe@colchester.gov.uk	<ul style="list-style-type: none"> Addressing older people's needs
April Centre [A Private Limited Company and Registered Charity. It is a day centre for the homeless and unemployed] [Meetings held quarterly, both evening and daytime, at 9 Queen Street, Colchester]	Cllr B. Oxford	Member of the management committee and able to participate fully and vote	David Egan April Centre 12B Mersea Road Colchester CO2 7EX theaprilcentre@hotmail.com Tel: 500509	<ul style="list-style-type: none"> Healthy living Homes for all Enabling job creation

<p>Bradwell Local Community Liaison Council (LCLC) (formerly Bradwell Site Stakeholder Group)</p> <p>[An independently constituted body]</p> <p>The purpose of the Council is to inform the public of activities on site and of the site operator; to act as a conduit for two-way information; and to act as a clearing house for community concerns by providing independent interpretation of information in ways that carry the confidence and trust of the community.</p> <p>[Meetings held bi-annually at 10.30am at an off-site venue in the Maldon District]</p>	<p>Cllr Bouckley</p>	<p>Representatives have no specific role but attend on behalf of the Council and participate where appropriate. Voting is not applicable.</p>	<p>The LCLC Secretariat c/o Communications Team Bradwell Reactor Site Bradwell on Sea Southminster CM0 7HP</p> <p>rhiannon.williams@magnoxsouthsites.com</p> <p>Tel: 01621 873565</p>	<p>Community development</p>
<p>CBC/Serco Partnership Board (formerly Information Technology Partnership Board)</p> <p>[Commercial Partnership]</p> <p>[Set up to manage the Serco contract.]</p>	<p>Portfolio Holder with responsibility for communication – Cllr Hunt</p>		<p>Ann Wain Executive Director ann.wain@colchester.gov.uk Delivery Point 31 Tel: 282212 Fax: 282261</p>	<ul style="list-style-type: none"> • Internal Improvement Agenda

<p>Campaign to Protect Rural Essex (Countryside and environment organisation)</p> <p>[Meetings held six times a year at 10.30am at the Essex Record Office, Wharf Road, Chelmsford]</p>	<p>Cllr Dopson</p>	<p>Representatives have no specific role but attend on behalf of the Council to facilitate two way communications. Representatives are not able to vote</p>	<p>Tony Middleton Campaigns and Development Manager Campaign to Protect Rural Essex CPRE House Threshelfords Park Inworth Road Feering, Colchester CO5 9SE office@cpressex.org.uk Tell/Fax: 01376 572023</p>	<p>Community development</p>
<p>Colchester Access Group</p> <p>[To improve access for people with disabilities]</p> <p>[Meetings held every two months at 2pm Day Centre, Fairfield Gardens, Harwich Road, Colchester]</p>	<p>Cllr Foster and Cllr T. Higgins</p>	<p>Members are able to vote and their role is largely to offer support to the group</p>	<p>Clayton Beckwith 14 Blackheath Colchester Essex CO2 0AA</p> <p>Officer contact – Matthew Young, Tel: 282214 Delivery Point 30</p>	<p>Cuts across all strategic priorities</p>

<p>Colchester Business Against Crime Steering Group (ColBAC)</p> <p>[A steering group to oversee the management of the project and to ensure data protection requirements and performance management measures are met]</p> <p>[Meetings held four to six times a year, mainly during the day at a location in the town centre]</p>	<p>Cllr Smith</p>	<p>Representative is a full participating member with voting rights</p> <p>* From 09/10 Municipal Year will become a company limited by guarantee.</p> <p>Representative will have a liaison role rather than being a full Board member.</p>	<p>Shona Bryan Business Against Crime Co-ordinator Tel: 717820</p> <p>shona.bryan@colchester.gov.uk</p>	<p>Community safety</p>
<p>Colchester Community Voluntary Service</p> <p>[An independent charitable infrastructure organisation whose aim is to promote and support the effectiveness of voluntary and community groups, services and activities in the Colchester area]</p> <p>[Meetings held bi-monthly at 10am at Winsley's House, Colchester]</p> <p>[Receives a grant from CBC]</p>	<p>Portfolio Holder for Neighbourhoods – Cllr B. Oxford</p>	<p>Representative acts as an observer to the Board of Trustees and is not able to vote.</p>	<p>The Chairman Colchester Community Voluntary Service Winsley's House High Street Colchester CO1 1UG</p> <p>information@ccvs.org Tel: 505250 Fax: 500367 Samantha Drummond, Chief Executive</p>	<p>Addressing older peoples needs Addressing younger people's needs Community development</p>

<p>Colchester and North East Essex Building Preservation Trust</p> <p>[Trust and Limited Company concerned with the preservation of buildings of architectural and historic interest]</p> <p>[Meetings held quarterly at 5pm in the Town Hall]</p>	<p>Cllr Spyvee</p>	<p>Trustee and Director, able to vote</p>	<p>Mr A Bartleet Chairman of the North East Essex Building Preservation Trust Bucklers Farm, Bucklers Lane, Coggeshall CO6 1SB</p> <p>anthony@bartleet.demon.co.uk Tel: 01376 561505</p>	<p>Community development</p>
<p>Colchester Rural Age Concern</p> <p>[A charity concerned with welfare issues]</p> <p>[Five meetings per annum held at 2pm at the Town Hall]</p> <p>[Receives a grant from CBC]</p>	<p>Cllr Lilley</p>	<p>Committee Member</p>	<p>Mrs Betty Carter, Secretary Colchester Rural Age Concern 9 Heather Close Layer de la Haye Colchester CO2 0EQ</p> <p>betty.carter@btinternet.com Tel: 734178</p>	<p>Addressing older people's needs; Healthy living</p>
<p>Colchester Twinning Society</p> <p>[Twinning Society liaises with and supports Colchester Borough Council in all matters relating to Twinning]</p> <p>[Meetings held at six-weekly intervals at 7pm in the Town Hall]</p>	<p>Cllr Quarrie Cllr T. Higgins</p>	<p>Representatives act as committee members and are able to vote</p>	<p>Mrs Jenny Glayzer, Chairman 94 Colchester Road Lawford Manningtree CO11 2BH</p> <p>jenny@glayzer.fsworld.co.uk Tel: 396174</p> <p>Officer contact – Nigel Myers, Tel: 507814 Delivery Point 30</p>	

<p>Essex Home Safety Liaison Committee</p> <p>[Local authority committee with advisory members, concerned with home safety and accident prevention]</p> <p>[Meetings held once every six to eight weeks at 10am at Chelmsford Borough Council offices]</p>	<p>Cllr Dopson</p>	<p>Able to participate fully and vote</p>	<p>Mrs Elizabeth Goodchild Chelmsford Borough Council Corporate Policy Unit Civic Centre Duke Street Chelmsford CM1 1JE Tel: 01245 606289 Fax: 01245 606657</p> <p>Officer contact – Rachel Palmer, Tel: 282574 Delivery Point 8</p>	<p>Healthy living; Homes for all</p>
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APPENDIX C

Organisations here appointments no longer necessary					
Organisation	Representative (s) in 2008-09	Role of the Representative and Voting Capacity	Contact Name and Address	Compliance with the Strategic Plan	
Greater Essex Prosperity Forum [A public/private sector partnership] [The Forum meets every six months and at the annual conference]	Cllr Smith		Elizabeth Pearce Assistant to Corporate Business Manager Essex Development and Regeneration Agency Aquila House, Waterloo Lane Chelmsford CM1 1BD elizabeth.pearce@exdra.co.uk Tel: 01245 702431 Fax: 01245 702401 Officer contact - Nigel Myers, Tel: 282878 Delivery Point 30	<ul style="list-style-type: none"> Promote economic prosperity 	
River Colne Countryside Project Steering Committee No longer funded by the Council	Cllrs Arnold, Chillingworth, Spyve and Hall			<ul style="list-style-type: none"> Protecting Colchester's heritage and environment 	

PETITIONS, PUBLIC STATEMENTS, QUESTIONS

Date of Meeting	Details of Member of the Public	Subject Matter	Form of Response	Date Completed
Cabinet 18 March 2009	Andy Hamilton	Communication issues; flower beds	Written response sent by the Leader of the Council on 25 March 2009	25 March 2009
Cabinet 18 March 2009	Peter Lynn	Sustainable Community Strategy, Sustainable Communities Act, Nottingham Declaration	Written response sent by the Leader of the Council on 25 March 2009	25 March 2009
Cabinet 18 March 2009	Paula Whitney	Nottingham Declaration Action Plan, waste issues	Written response sent by the Leader of the Council on 25 March 2009	25 March 2009

Date of Meeting	Details of Member of the Public	Subject Matter	Form of Response	Date Completed
Cabinet 18 March 2009	Nick Chilvers	Waste Prevention and Recycling Options	Written response sent by the Leader of the Council on 25 march 2009	25 March 2009
Council 22 April 2009	Andy Hamilton	Shopmobility; shopping trolleys and the bus station; Standards Committee	Oral response given at the meeting by the Portfolio Holder for Street and Waste Services	22 April 2009
Council 22 April 2009	Will Quince	Suspension of Portfolio Holder	Oral response given at the meeting by the Deputy Leader of the Council and Portfolio Holder for Communication and Customers	22 April 2009
Council 20 May 2009	Adam Norgate and Abigail Stringer	Visual Arts Facility	Oral response given at the meeting by the Deputy Leader of the Council and Portfolio Holder for Communication, Customers and Leisure and written response to follow.	To be advised

Date of Meeting	Details of Member of the Public	Subject Matter	Form of Response	Date Completed
Council 20 May 2009	Andy Hamilton	Visual Arts Facility and firstsite	Written response to follow	To be advised



Colchester

Cabinet

13 July 2009

Item


13(i)

Report of

Executive Director

Author

Ian Vipond

 282717

Title

Visual Arts Facility – recommencement of works

Wards
affected

Castle Ward

The report provides an update on project recovery and seeks authorisation to procure the recommencement of works for the Visual Arts Facility

1. Decision required

- 1.1 To authorise the procurement of the recommencement of works on the Visual Arts Facility and to authorise the commencement of spending of the further £2 million of capital allocated to the project within the Council's Capital programme agreed by full Council on 3 December 2008.

2. Reason for decision

- 2.1 A significant amount of work has been done to assess the recovery of this project since the decision was made to end the contract with the main contractor. Project costs have been reassessed and further work is being done by the new project managers (Mace) to assess the appropriate procurement of the remaining works. In order to maintain the option of using existing sub-contractors, where it is in the Council's interest to do so, then entering into re-negotiated or fresh contracts may be desirable and access to capital funding will be required. Initially this is likely to involve the £17.8m existing funding package that has previously been agreed and is in place, but at some stage the procurement will move to the point that access to the allocated additional funding is required.

3. Alternative Options

- 3.1 Further work continues to be done to assess future procurement options and there is likely to be a further tendering process for a significant part of the remaining works. It could therefore be an option to leave all decisions around recommencement to that point. However

this could miss opportunities to recommence work quicker and through advantageous terms with some of the previous sub-contractors, both of which have the potential to reduce final project costs. Given that the current assessment of costs is that the project can be delivered within the revised budget, it is considered that the best value option is to allow negotiations to continue and, where appropriate, for contracts to be signed for the recommencement of works.

4. Background information

- 4.1 The VAF 'firstsite:newsite' has been designed as a flexible and multi functional building to deliver space for high quality exhibitions, retail, learning, conference and as an accessible visitor experience which can adapt to future customer requirements. The cultural, social, economic and regenerative impact both locally in St Botolph's and the Town but also to the region was why a range of local and regional funders chose to invest in this project. The funding partners remain committed to the original vision and therefore to seeing the project completed.
- 4.2 The funders of the project have all jointly agreed, in principle, to find the required additional finance of £6.75m above the previous budget of £17.8m to finish this project. They note that there has been a fully accepted risk mitigation and cost management strategy that, in all reasonable scenarios and subject to the receipt of tenders for the key elements of remaining work not throwing up any material surprises, would facilitate satisfactory completion of the project within the funds available, including those additional funds agreed in principle.
- 4.3 At the Full Council meeting on the 3 December 2008 it was agreed that a further capital allocation of £2m be included in the Council's capital programme for this project. The allocation would only be used on the condition that the other funders were prepared to commit the remaining sum to complete the project. In addition, the Contract to complete the building should not be authorised until such time that the Council is satisfied that the best price for the remaining work has been obtained and that all possible endeavours have been used to minimise risk and achieve cost certainty going forward. It is considered that these terms have been met.
- 4.4 In relation to future contract(s) the final future procurement strategy has yet to be finalised, but any contract will have to meet the Council's Contract Procedure Rules which are designed to achieve best value. However, a procurement process which delivers a series of individual contracts may prove to give a better overall price than a single contract to a main contractor to complete the building. This has not been decided at this moment but the option of recommencing work through re-engaging some previous sub-contractors for at least an element of the future work is an option. To exercise that option the Council may have to call upon the further capital allocation.

5 Project Costs

- 5.1 At the time of the report to Full Council the report identified that there were 'several areas of risk that the Council will seek to manage to improve the outturn cost on the completion stage of the project. (These risks include factors affecting the professional team's fee settlements and other commercial arrangements and were reported to the Finance and Audit Scrutiny Panel). Taking these factors into account, the projected estimates on additional construction costs, professional fees and the inclusion of an allowance for contingency would bring the total project costs to around £25.5m against funding of £17.8m so the current projected shortfall is in the order of £7.6 m'.
- 5.2 However, by April 2009 the then Project Managers had reassessed the areas of risk and reduced the projected total costs to £24.5m requiring an additional funding requirement of £6.7m. It is this sum that the funders, as a group, have in principle agreed to. Essex County Council have allocated a further £2m in their capital programme, and the Arts Council England and East of England Development Agency Boards have provisionally allocated a further £2m and £0.75m respectively to this project all subject to conditions and funding agreements. The Council has allocated the remaining £2m.
- 5.3 Further work by Jackson Coles, working for the funders and the Council, has indicated that the immediate extra costs of removing the main contractor and recommencing works is likely to cost in the region of £1.4m which is covered by a performance bond held by the Council, but there will remain issues around whether all of this can be recovered and when it may be available. A report around the legal issues is considered elsewhere on the agenda for this meeting. Nevertheless the Council has worked on a risk mitigation and cost management strategy in the event these sums cannot be relied upon. The funders have accepted that strategy.
- 5.4 The Council, through its new Project Managers, Mace, is currently reviewing the scope of works to complete the building and continues to look for savings from the estimated costs. There are a number of works to complete the external fabric of the building including finishing the external cladding and glazing. These works, which were part of the previous contract, may lend themselves, subject to negotiation, with recommencement sooner rather than later. The fit out or completion scope of works includes completion of: mechanical and electrical works and providing for the necessary commissioning process and warranties; partitions and ceilings package; architectural metal work and plant room metal work; carpentry and joinery; secondary steel work; plant room F louvers; and the internal finishes (timber panelling, kitchen fit out, toilet fit out, ceramic and stone tiling, hardwood flooring, signage, decoration, fitted furniture, retail fittings and external and landscaping works). The earliest this work could be started would be early autumn 2009 following a procurement process to test price.

Once completed firstsite have then to do their own fit out of equipment such as computers etc. At present the opening of the VAF is programmed in late 2010, but again this is continually being challenged to see if it can be improved upon.

6. Financial Implications

- 6.1 The funding is within the Council's capital programme so there is no further impact from the decision of this report.
- 6.2 There remain a number of risks around these cost figures and as each stage in the procurement process is completed, the review by Mace and then negotiations/tenders, there will be more certainty around the cost figures.

7. Strategic Plan references

- 7.1 The project was identified as a key project contributing to the objectives of the 2006 strategic plan.

8. Risk Management implications

- 8.1 The Council, its representatives, and the other funders of the project are continually considering the mitigation measures necessary to reduce the risks associated with the project. Some of these measures associated with the costs of the project are outlined within this report.

9. Other Standard References

- 9.1 Having considered equality, diversity and human rights, health and safety and community safety implications, there are none which are significant to the matters in this report.

