

Strategic Overview & Scrutiny Panel

Grand Jury Room, Town Hall

10 June 2008 at 6:00pm

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

Information for Members of the Public

Access to information and meetings

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

Have Your Say!

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

Private Sessions

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

Mobile phones, pagers, cameras, audio recorders

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

Access

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

Facilities

Toilets are located on the second floor of the Town Hall, access via the lift. A vending machine selling hot and cold drinks is located on the ground floor.

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Terms of Reference

Strategic Overview and Scrutiny Panel

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

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

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

**COLCHESTER BOROUGH COUNCIL
STRATEGIC OVERVIEW & SCRUTINY PANEL
10 June 2008 at 6:00pm**

Members

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

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

Agenda - Part A

(open to the public including the media)

Pages

1. Welcome and Announcements

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

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

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

2. Substitutions

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

3. Urgent Items

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

4. Declarations of Interest

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

If the personal interest arises because of a Councillor's membership

of or position of control or management on:

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

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

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

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

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

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

5. Minutes

1

To confirm as a correct record the minutes of the meeting held on 14 May 2008.

6. Have Your Say!

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

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

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

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

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

8. Referred items under the Call in Procedure

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

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

9. Decisions taken under special urgency provisions 2

To inform the Panel of the Cabinet decision "Continuation of Repairs and Planned Maintenance to the Housing Stock" taken at the Cabinet meeting of 21 May 2008 and certified under the special urgency provisions by the Proper Officer and Chairman of the Strategic Overview and Scrutiny Panel on 21 May 2008.

10. Work Programme 2008-09

See current work programme from the Scrutiny Officer

11. Neighbourhood Action Panel Review 3 - 13

See report from the Head of Enterprise and Communities

Superintendent Alison Newcomb will attend the meeting for this item.

12. Strategic Plan 2006-09, 2007-08 Action Plan 14 - 58

See report from the Head of Corporate Services

13. Exclusion of the public

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

STRATEGIC OVERVIEW & SCRUTINY PANEL
14 MAY 2008

Councillors Christopher Arnold, Nick Barlow,
Pauline Hazell, Peter Higgins, Mike Hogg,
Margaret Kimberley, Kim Naish, Gaye Pyman,
Nick Taylor and Julie Young

1. Appointment of Chairman

RESOLVED that Councillor Arnold be appointed Chairman for the ensuing Municipal Year.

2. Appointment of Deputy Chairman

RESOLVED that Councillor Kimberley be appointed Deputy Chairman for the ensuing Municipal Year.

COLCHESTER BOROUGH COUNCIL

URGENCY AUTHORISATION

(Decisions that require urgent determination made in accordance with Overview and Scrutiny Procedure Rule 15 are not subject to the call-in procedure).

I hereby certify that the decision indicated below is urgent, that executive action cannot be delayed for the usual five working day period, and it will not be possible to provide five clear days' notice of the decision to be taken.

Signed: Andrew Weavers
Proper Officer

Dated: 21 May 2008.....

Signed: Christopher Arnold

*Chairman of Strategic Overview and Scrutiny Panel

Dated: 21 May 2008.....

TITLE OF REPORT Continuation of Repairs and Planned Maintenance to the Housing Stock

RECORD OF DECISIONS TAKEN UNDER DELEGATED POWERS - REF NO: n/a

OR CABINET MEETING DATE: 21 May 2008..... ITEM NO: 12(a).....

PARTICULARS OF MATTER: The delegation of authority to officers to represent the Council during mediation on the repairs and planned maintenance contract with Inspace Partnerships Limited and to make arrangements for the future delivery of the service.

REASONS FOR CONSIDERING THE MATTER TO BE URGENT

The Cabinet's decision delegates authority to officers to represent the Council during mediation on the repairs and planned maintenance contract with Inspace. It also sets the financial limits of the delegation. The mediation is due to take place on 22 and 23 May and therefore the decision needs to be implemented immediately in order to give officers the necessary authority to undertake successful mediation.

NB: Copy of signed form to be circulated to Group Leaders and appropriate Group Spokespersons and placed in the Members' Room.



Strategic Overview and Scrutiny Panel

Item
11

10 June 2008

Report of	Head of Enterprise and Communities	Author	Peter Carrington
Title	Review of Neighbourhood Action Panels – Essex Police		☎ 717816
Wards affected	All		

This report considers the review of Neighbourhood Action Panels (NAPs) by Essex Police Eastern Division (Colchester District).

1. Action Required

- 1.1 To note the information given by representatives of Essex Police, Eastern Division – Colchester District.
- 1.2 To consider the effectiveness of the ongoing commitment by the Council to the delivery and development of NAPs in Colchester.

2. Reasons for Scrutiny

- 2.1 The Crime and Disorder Act 1998 places a statutory duty on every local authority to work in partnership with statutory, non-statutory, community and voluntary agencies to develop and implement strategies for tackling crime and disorder.
- 2.2 This report was requested as an outcome of a paper presented to the Scrutiny and Strategic Overview Panel on the 11th December 2007 regarding the role and function of Essex Police in delivering partnership working in collaboration with the Colchester Crime & Disorder Reduction Partnership (CCDRP).

3. Supporting Information

3.1 Neighbourhood Policing

Neighbourhood policing is a statutory government requirement placed on all police forces in England with Colchester becoming the first pilot area for Neighbourhood Policing Teams (NPTs) in Essex from April 2006. 3 Neighbourhood Police Teams were created across the borough with the primary aim of putting ‘the right people, in the right places, in the right numbers tackling crime nuisance and disorder to make Essex Safer’.

- 3.2 Each Neighbourhood Policing Team has dedicated Police Constables, Police Community Support Officers (PCSOs), Special Constables and Neighbourhood Support Officers (NSOs). These teams play a significant role in engaging with local communities and in particular through Neighbourhood Action Panels.

3.3 Neighbourhood Action Panels

Colchester became the first pilot area for developing NAPs that were subsequently introduced throughout Essex based upon the working model established in Colchester. Although Essex Police is the lead agency responsible for Neighbourhood Action Panels (NAPs) the delivery and engagement has relied significantly on a partnership approach with the CCDRP and Colchester Borough Council.

- 3.4 NAPs are intended to reduce crime and improve quality of life through partnership working. Community priorities for Neighbourhood Action Panels are identified from a variety of sources a few of which are public meetings, town and parish councillors, media, residents, businesses, Local Area Agreement (LAA), young people, texting, community policing, CBC/CDRP/Police projects and crime reduction projects or data.
- 3.5 NAPs are co-ordinated and supported administratively through the CDRPP/CBC Community Safety Team with CBC providing senior officers who take away actions linked to the core functions of the council. This has proved highly effective given that 90% of community issues are linked to quality of life issues and the delivery of borough or county services with the remaining 10% linked to crime.
- 3.6 Review of NAPs
Colchester's 15 NAPs have achieved many successes, but, like any new initiative, some have been more productive and rewarding than others. A review was therefore undertaken by Essex Police, Eastern Division – Colchester District to look at progress to date and to understand what has driven success in the NAPs. The review report is attached in appendix **A**.
- 3.7 In support of the police review the CDRP identified a range of questions that councillors and partner agencies wanted clarifying which are available in appendix **B**.
- 3.8 Future of NAPs
NAPs, as a statutory government instrument, are an important addition to engaging with our communities. NAPs offer a significant opportunity to jointly problem solve quality of life and crime issues for local communities which is based upon positively supporting and complimenting existing democratic functions and the work of our partner agencies.
- 3.9 Role of CBC and CCDRP
Essential to the success of NAPs will be the continued support of the police, councillors, CCDRP, CBC senior officers and Essex County Council. However, Colchester should be particularly proud that it has set a benchmark for partnership working that no other council in Essex has appeared to replicate when linked to NAPs. When councils, CDRPs and the police are jointly assessed as part of the new statutory Assessment of Police and Community Safety starting in June 2008, it is Colchester that will be well positioned for delivering the very best and most innovative examples of partnership working.

4. Financial implications

- 4.1 NAPs do not attract specific government funding and rely on financial support from the CDRP and accessing community grants.

5. Strategic Plan References

- 5.1 This work directly contributes to the council's Strategic Plan for 2006-2009 objectives for safer communities and anti-social behaviour and in particular to: 'increase the impact of work with our partners on the Colchester Crime and Disorder Reduction Partnership'.

6. Publicity Considerations

- 6.1 All publicity tries to achieve a positive reflection of the effective partnership working between Essex Police, CCDRP, CBC & ECC.

7. Human Rights Implications

7.1 None

8. Community Safety Implications

8.1 Subject of this report.

9. Health and Safety Implications

9.1 None

10. Risk Management Implications

10.1 None

11. Consultation

11.1 Consultation is an ongoing process and will increase markedly linked to the importance of the 15 Colchester Neighbourhood Action Panels.

Background Papers

Appendix A. Police Review of NAPs

Appendix B. Essential CCDRP questions for NAP review



Eastern Division Neighbourhood Action Panel Review

1.0 Purpose

The purpose of this paper is to provide all agencies engaged in the Neighbourhood Action Panel (NAP) process with additional guidance to increase the effectiveness of panels and in doing so raise public and partner agency confidence.

2.0 Background

The development of Neighbourhood Action Panels (NAPs) is a statutory duty placed on the Police Service by central government. The NAPs are a key element in assisting the Police to deliver a service to its communities which is truly citizen focused. Citizen focused service delivery is all about involving the community in identifying and prioritising what will be delivered, and where appropriate, influencing how services will be delivered. However, Policing in this way will only prove effective in raising public confidence, if effective processes exist to communicate to the community what progress has been made.

3.0 Partnership Working

It is essential that all partner agencies are fully engaged in and support the NAP process. 'Policing' in its widest context is not the job of the police alone. Experience tells us that the majority of the issues raised by the communities of Essex are not directly linked to the service provision of Essex Police but those delivered by local and county council departments. Partnership working with other agencies, all of whom wish to deliver citizen focused services, is essential and core to resolving community concerns and quality of life issues.

A major factor in the successes we have had so far has been the involvement in the planning and delivery of NAPs by our local government partners. An example would be the way Colchester Borough Council and the Colchester Crime and Disorder Reduction Partnership has attached senior officers to each panel in its area to ensure they are able to address wider 'quality of life' issues. The active involvement of elected councillors has also proved valuable: in many places this has helped attract resident involvement and added substance to the panels' work.

- 3.1 The Crime and Disorder Act places a duty on specific agencies to engage with communities, and to work together to reduce crime and disorder. CDRP's need to have 'face the people' style meetings in which senior officers from all of the responsible authorities meet communities to discuss concerns. It is critical that all councils attempt to deal with unresolved quality of life and community safety issues, and in fact they are under a duty to do so in line with The White Papers, Building Communities, Beating Crime, and Strong and Prosperous Communities. Each Parish also has its own Parish Council meetings which are well established and have specific responsibilities to fulfil. The NAP process seeks to complement and support these existing methods of engagement through the sharing of information and enhancing the provision of all services to communities.
- 3.2 Eastern Division (Colchester Borough and Tendring District) should rightly be proud of what has been achieved to date. There are 15 NAPs in Colchester and 9 in Tendring which meet regularly, are well attended by partner agencies and are actively working towards solutions for problems identified. However, there is an acceptance that the process could be developed further to make the process more dynamic and thus improve outcomes.
- 3.3 The key review issues that have been identified for further work are listed below:

- a) Need for more community involvement
- b) Some issues are 'business as usual' which need to be addressed by our partners as part of their everyday work rather than through NAPs
- c) Increasing the continuity of Neighbourhood Specialist Officers attending meetings
- d) Accessing funding for NAP projects
- e) Increasing the promotion and advertising of NAPs
- f) Ongoing training for NAP Chairs
- g) Are NAPs cost effective – input versus outcomes?

4.0 The Way Forward

The following actions are proposed in order to address the issues listed above:

4.1 Joint Action Groups (JAGs)

There are two District based JAGs which meet at least quarterly and are chaired by the Eastern Division Neighbourhood Policing Superintendent.

The strategic aim of the JAG is to 'ensure that all NAPs work positively and effectively together in partnership to identify and resolve community identified neighbourhood priorities, issues of well being or other matters that impact upon crime, anti-social behaviour and the quality of life for local communities'.

The JAGs at Colchester and Tendring Districts have recently been formed and it is therefore not possible to comment on their effectiveness. However, it is clear that if the JAGs adhere to their strategic aim and drive this process, the outcome will be an enhanced service to the public. The JAGs must therefore take responsibility for the development of the NAPs, by reviewing the action plans and assisting to resolve difficult issues by sharing good practice; obtaining additional funding and other resources as appropriate; and supporting and developing the NAP Chairs.

4.2 Funding

There are a number of different funding streams that NAPs can draw from. In the event that the NAP agencies can not fund a particular project/action, the issue should then be discussed by the JAG who, as stated above, have a responsibility to source additional funds and/or assist NAPs to apply for money to support projects in their own right.

4.3 Engagement with the Community

Neighbourhood Action Panels will only be successful if other methods of engagement are effectively employed within the neighbourhood. NAPs should take the issues raised during the 'engagement phase', analyse them, prioritise them and seek to solve them. In an effort to re-energise some of the NAPs activities, the Neighbourhood Specialist Officers (NSO) have been asked to identify three key communities within their neighbourhood. These communities must then be discussed with the relevant NAP who will agree or amend them as necessary. Once agreed the NAP must decide on the methods to be employed in order to effectively engage with those communities and 'action' which agency is responsible for the engagement methods selected. (See Appendix A for some examples of engagement methods).

The issues that the community raise as a result of the engagement should then be prioritised by the NAP, action planned and resolved. Feedback on progress must be reported back to the community and specifically to those who raised the issues in the first instance. This process should then be repeated, and of course the priority areas may change overtime as quality of life issues improve. The process must be dynamic and actions should be resolved in quick time. Three examples of this are available in Appendix B.

4.4 NAP Attendance

An Essex Police staff member will attend all NAP's. This will usually be the Neighbourhood Support Officer (NSO) for the neighbourhood, but if this is not

possible a local supervisor or Police Community Support Officer (PCSO) will attend. This will be monitored by each JAG.

Encouraging members of the public to attend NAPs is an ongoing process. Through word of mouth, advertising and the publication of positive outcomes, an increase in membership overtime is likely to occur. The fact that many panels change their meeting times throughout the day to enable greater attendance is positive. However, we must acknowledge that the majority of people do not wish to attend meetings in their own time. We should not therefore view lack of attendance at the meeting as 'a failure', but should instead look for other opportunities to engage with them. The NAP should request the policing staff (NSO's, PCSO's etc) and members of the other agencies employ the most appropriate engagement method as previously mentioned. The results of such engagement must be fed back into the NAP and one way of doing so is the completion of the cards 'What Matters to You?'

The diverse nature of their communities and how they will engage must also be considered. Do those diverse communities have specific needs, and what methods of engagement are most appropriate? NAP members should lead on specific engagement initiatives, for example, arranging to attend a youth group, school or faith groups. This work is particularly important if we are to address the issue of lack of confidence in our agencies from those 'harder to reach' groups.

4.5 Administration Support

It is vital that the NAPs are supported to keep their action plans up to date, advertise meetings and ensure the website is up to date. There have been issues with administration support to the NAPs largely as a result of changes in personnel, but also lack of funding. This issue is currently being considered by the Responsible Authority Group of the CDRP's under the leadership of Chief Superintendent Dave Hudson for 2008/9.

5. Although most of the NAPs have coped well with their physical boundaries there are areas where there could be some minor improvements as a result of a rearranged boundary. In deed, we have agreed to form a new NAP to cover the Garrison area in Colchester where the emerging new communities and their relationship with the new Garrison and existing communities was felt to have sufficient special circumstances to justify this approach. Elsewhere there is unlikely to be the need for completely new NAP's being formed but some adjustment to boundaries as the NAPs bed in could well be appropriate. Where there is a local desire to amend the area of a neighbourhood then this request will be referred to the JAG where it can be considered in the context of the impact on surrounding NAPs. We would still expect NAP boundaries to follow existing ward boundaries where possible.

6. Conclusion

In conclusion, over the past 18 months a great deal of hard work has gone into creating the NAP structure and further embedding partnership working within the Division. All of those who have contributed can be rightly proud of what has been produced to date, however with greater strategic co-ordination and input from the JAGs, in addition to more focused local engagement the process will improve further.

Appendix A

Engagement Methods

The following list is not exhaustive but indicates some of the many methods utilised.

- **Updates/feedback:** from Town & Parish Councillors
- **Updates/feedback:** from Parish & Council Meetings
- **Specialist articles:** Gazette, Standard, East Anglian Daily Times (using Essex Police Media & Communications Coordinator), CBC Courier x 4

- **Text Messaging**
- **Websites:** Access Public Consultation via Essex Police, Colchester Crime and Disorder Reduction Partnership, Colchester Borough Council, Neighbourhood Watch and others as identified.
- **Radio Campaigns**
- **Youth Consultation:** During school break and lunch times, school visits, Prefects to run forums give views and collate views, attendance at local groups i.e. guides, scouts diverse groups
- **Local/diversity group consultation:** i.e. Gay Switchboards, Faith Groups etc.
- **Police Community Support Officers:** leaflet drops
- **Door Knocking**
- **Supermarket campaigns:** "What matters to you?"
- **Postcards:** "What matters to you?" in free newspapers, Parish newsletters etc.
- **Newsletters:** Parish Councils, Community Groups, Political Groups, Residents' Associations, Neighbourhood Watch, Employee newsletter/wage slips and Schools (Parent Letters).
- **Posters:** Community Centres, Post Offices, GP Surgeries, Shops, Schools, Village Notice Boards, Church Notice Boards, Village Halls, Police Stations, Council public reception areas
- **Dates of NAPs:** to be sent with CBC, TDC and EP papers
- **Beat surgeries:**
- **Targeted visits:** (taking it to the people): Schools, Faith Groups, Community Groups, Parish Councils, Tenant Associations, Registered Social Landlord Groups.
- **Consultation:** at Local events, Libraries, Colleges, Businesses etc.
- **Updates:** from 'Key Individual Network' lists

Appendix B

Example One

Through active engagement by local Councillors and local monitoring of reports from residents the Christchurch and Newtown NAP identified a problem of anti-social behaviour around Chant Court and Winnock Road. There were reports of intimidation and litter. A green area attracted ball games and as a result fences were being damaged. Graffiti was also a problem. PCSOs undertook door knocking using "What Matters to You" forms and a 'Key Individual' was identified to represent the views of the community.

Having agreed with the residents that this issue was a priority concern for them the NAP discussed options to resolve it. These discussions included the Chair of the local Residents Association and Councillors to ensure the community were involved. The following was actioned:

- An Architectural audit was commissioned by the NAP and several recommendations were made, including the removal of benches and landscaping. Work was dependant on consultation with the neighbours. The local Councillor and Chair of the Residents Association undertook this.
- The issues identified and the NAP intentions were then published in the Newtown newsletter.
- Local PCSOs undertook patrols in the area.
- A letter to parents' scheme was employed.
- A 106 Funding Agreement was secured for the work required.
- The benches were removed by the council as recommended.
- Graffiti kits were issued to the NAP.

The NAP continued to engage with the residents who reported a marked improvement and no further reports of problems or damage. The result was published on the public action plan and reported to the wider community.

Example Two

The Manningtree NAP identified a problem with anti-social behaviour around the town and sea wall. Manningtree is a village community to the North West of Tendring and is more remote than other towns in the area. The Neighbourhood Profile counts a population of just under 9,000 with a large proportion being between 50-59 years of age. Much of the housing is Warden Controlled and provided by Colne Housing. There is also a larger than national average youth population.

Crime is comparatively low but the main offence types are Damage and Assaults, often linked to the reported anti-social behaviour.

To gain a better understanding of the issues impacting on the community, PCSOs were tasked with door knocking in the area. The Parish council was consulted and Colne Housing were enlisted to discuss local problems with their residents.

From this initial engagement it became clear that the problems were seated in two key areas, the car park of a local supermarket where young people were meeting up and the sea wall where they were spending time socialising.

Whilst some enforcement action was carried out it was agreed at the NAP that work was needed to provide an alternative venue for the young people of the village. The relationship between the Police and young people needed to be developed before they would speak freely about what they wanted so the local Neighbourhood Policing team set up a 5 a side football league. The Parish Council provided funding and the local school provided facilities.

Bridges were built over the following weeks. The young people stated they needed somewhere to meet up. Work is now well underway to provide a local youth club.

The intention to provide these facilities has been promoted through the local media to ensure the community as a whole is aware of what is being done.

Example Three

West Colchester NAP were aware of long term problems at Icen Square shops. Groups of school children gathered there at lunch times and local residents found it intimidating. PCSOs visited the shops and spoke to the owners and customers to find out how they felt and Councillors discussed the issue with residents.

The Community Development Officer worked with Essex County Council Youth Services and arranged a day's visit by the Colchester and Tendring Mobile Youth bus. Activities were put on for the young people with a view to engaging with them.

As a result of this work a number of actions were agreed. The NAP sought to support the school financially regarding better fencing. Truancy Sweeps were undertaken locally by PCSOs and the TASCC (Teams Around Schools, Children and Communities). The School looked at ways to keep children on site including posting teachers on exit routes at break times.

The outcome of this activity has been a marked improvement. Reports of anti-social behaviour are down and the NAP members have discussed the problems with residents and are told the area is much better.

Appendix B



Colchester Crime & Disorder Reduction Partnership

www.colchester-community-safety.org.uk

www.colchester-drug-alcohol.org.uk

ESSENTIAL CDRP QUESTIONS IN SUPPORT OF NAP REVIEW

1. Why have NAPS?

The NAP process is a statutory duty placed on the police by central government and therefore is not a responsibility that can be reversed. Furthermore, the police will be assessed on its delivery by Her Majesty's Inspectorate of Constabulary (HMIC) which is a critical assessment of service delivery and community engagement and how partner agencies engage in the process.

2. Why should council officers support and attend NAP's?

The need for council and county council officers to be present at each NAP is based upon the fact that 90% of actions are linked to the service delivery of these agencies and basic 'quality of life' issues that impact every day upon the lives of our residents. NAP's, and the communities they serve, would quickly form a negative view of CBC & ECC if those important issues were left unresolved simply because council officers did not engage, support and attend NAP's.

3. Why should Colchester Borough Council and cllrs support and attend NAP's?

Cllrs and Colchester Borough Council, as all councils, are expected by central government to engage with communities in several ways:

- a. As per The White Paper 'Strong and Prosperous Communities'.
- b. Creating Strong and Prosperous Communities now in statute which emphasizes user and community engagement, consulting with third sector bodies and their representatives, strategically planning for services, and the need to understand what communities need.
- c. Community 'Call for Action' days as part of The Police and Justice Act (2006) and The White Paper, Building Communities, Beating Crime, through which the Government will place a critical duty on cllrs to answer why there are unresolved quality of life and community safety issues in their local communities.
- d. Part One of the Local Government Act 2000 enshrines in law the role of community leadership, giving councils and by definition cllrs, the power to 'promote the wellbeing of their area and in particular the ability to build effective partnerships with other local organisations and communities'

To meet the above duties Colchester Borough Council and CBC cllrs have a ready made and rapidly evolving community engagement tool in 15 NAP's. Failure to meet the above duties is not an option and the ideal solution is to ensure the full participation, encouragement and support of Colchester NAP's.

4. Why should the CDRP support and attend NAP's?

Crime & Disorder Reduction Partnerships are based upon an absolute mandate to work in partnership and any CDRP that fails to support the role and functions of NAP's would be failing in its core principle of community engagement and partnership working. Furthermore, CDRPs will need to have at least one "face the people" style meeting per year in which senior officers from all responsible authorities, including Colchester Borough Council, will meet communities where CDRP/Community safety issues will be discussed. Agenda for these will need to be "disseminated widely" and minutes should be produced and made publicly available.

Furthermore, it is Colchester's CDRP excellence for partnership working that developed NAP's without any templates, information, assistance or help from central or local government. Therefore, to achieve the current level of 15 NAP's and membership should be

seen as a remarkable success for Colchester and celebrated by all agencies involved including CBC & ECC.

5. Why do NAP's meet mainly during the day?

NAP's themselves have independently decided when they should meet and predominantly communities have decided they want to meet during the day and not be restricted to evening meetings only. To simply adhere to more formalised meeting processes, that primarily meet in an evening, does not reflect significant changes in working hours, transport, caring for relatives and family life.

6. What about the role of Parish Councils?

Parish Councils, and their elected representatives, have a very important statutory role to play in representing their local communities with a formal meeting process in place mainly based on evening meetings to deliver their responsibilities. However, communities are finding that the less formalised NAP meetings, based upon specific outcomes within Action Plans and not minutes, has a role to play alongside and complimenting Parish Councils and not in place of them.

7. What about the need for political involvement?

Group leads for each political party in Colchester were fully engaged in choosing cllrs to represent their parties on NAP's. It would be a reasonable expectation for those cllrs to update their political groups on NAP's and promote when and where the NAP's meet, and most importantly, the importance NAP's have in community engagement.

8. When and where do NAP's meet?

Significant efforts have been made to promote the time, place, date and venue for NAP meetings which is a responsibility of all NAP members to promote including cllrs ensuring their other party members are kept informed. However, every Town and Parish cllr will receive at least twice a year:

- a. Details of a single email address and telephone number to contact to find out where and when a NAP meets and to request a copy of any NAP Action Plans.
- b. Details of the police website address to access the above and download a copy of the NAP Action Plans

9. How are NAP's promoted?

Four dedicated articles in the CBC Courier for 07-08 delivered to approximately 70,000 households giving information about NAP successes and who to contact for information. A quarterly newsletter is produced for NAP's and cllrs and media articles in the local press linked to specific NAP projects. This action cost £3,000 to ensure a page was reserved for NAP articles.

10. Who is ultimately responsible for NAP's?

A strategic group is now in place called the NAP Joint Action Group (JAG) that directs and oversees the strategic role and functions of NAP's. The JAG membership is drawn from Colchester Borough Council, Essex County Council, Essex Police Authority, Colchester Borough Homes, Essex Police, Colchester Crime & Disorder Reduction Partnership, Essex Police Media Representative, CBC Community Development Team and NAP representatives.

11. What about an alternative?

It would appear that to date no other mechanism in Colchester has been as successful as NAPs in providing a multi-agency, government driven statutory community engagement service with nearly 200 members throughout Colchester.

12. Other councils and CDRP's don't get so involved so why is Colchester different?

Colchester should be proud that it has set such a high benchmark for partnership working that no other council in Essex has appeared to replicate when linked to NAPs. When this council, CDRP and the police are jointly assessed as part of the new statutory joint Assessment of Police and Community Safety from June 08 it is Colchester that will best placed for delivering innovative and dynamic partnership working and good practice.

13. Conclusion?

NAPs provide positive opportunities to improve and develop services that support existing local government structures for community engagement and the delivery of council services. The secret is to look for opportunities where different processes i.e. NAP's, Parish Councils, Cllr surgeries, Police Community Consultative Groups work together to compliment each other; and at the same time recognise that each process has a unique and individual way for achieving this.




Strategic Overview and Scrutiny Panel

Item

3

10 June 2008

Report of	Head of Corporate Services	Author	Lindsay Barker  282253
Title	Strategic Plan (2006-9) Annual Action Plan year 2 - 2007/8 end of year performance report		
Wards affected	N/A		

- 1. Year 2 – 2007/8 end of year performance report**

In July 2007 the Strategic Plan Annual Action Plan for 2007/8 was approved by Cabinet. At this meeting it was agreed that delivery of the Action Plan would be scrutinised by the Strategic Overview and Scrutiny Panel and monitored by the Cabinet.

 - 1.1 The attached report to Cabinet contains the end of year performance monitoring report for the 2007/8 annual action plan.
 - 1.2 Strategic Overview and Scrutiny Panel are asked to note the report to Cabinet and make any appropriate comments to Cabinet for their consideration on 9 July 2008.
- 2. The Annual Action Plan for year 3 with the targets proposed for 2008/9 is being developed and will be taken to Cabinet on 10 September 2008.**

The Cabinet report and supporting information is attached.



Cabinet

9 July 2008

Item

Report of	Head of Corporate Services	Author	Lindsay Barker ☎ 282253
Title	Strategic Plan (2006-9) Annual Action Plan year 2 - 2007/8 end of year performance report		
Wards affected	Not applicable		

This report provides an end of year review of performance against the 2007/8 annual action plan targets.

1. Decision(s) Required

- 1.1 To approve the end of year performance monitoring report for the Strategic Plan Action Plan 2007/8 (Appendix A) having regard to any recommendations made by Strategic Overview and Scrutiny Panel on 10 June 2008.

2. Reasons for Decision(s)

- 2.1 In order to deliver the three year key aims and outcomes outlined in the revised Strategic Plan 2006/9, it was agreed annual targets would be defined in an action plan and progress reported to Cabinet.
- 2.2 The 2007/8 Action Plan was developed, scrutinised by Strategic Overview and Scrutiny Panel and approved by Cabinet on 11 July 2007.

3. Alternative Options

- 3.1 If performance monitoring of the Action Plan targets were not carried out then effective allocation and management of our resources would not be possible.

4. Supporting Information

- 4.1 An electronic copy of the 2007/8 Action Plan has been sent to the Cabinet Members, Group Leaders, Group Secretaries and is available upon request. Paper copies have also been deposited in the Group Rooms, the Members' Room and Angel Court.

4.2 **2007/8 Annual Action Plan end of year performance report**

Lead Officers together with the Portfolio Holder lead have been asked to report clearly on the progress against the 70 targets. They have identified whether the target has been achieved or not and provided commentary on significant progress made and where the outcome against the target has been largely dependant on the actions of another partner.

4.3 Overall performance against the targets has been very good with 48 out of 70 targets (69%) achieved in full or in part.

48 targets (69%) achieved

10 targets (14%) not achieved where target delivery dependant on others

12 targets (17%) not achieved

4.4 Key highlights

The following are significant achievements against the 2007/8 annual action plan targets which should be noted.

Target 3g Reduce the number of temporary homelessness placements by 12%.

Following a significant amount of work on our approach to temporary accommodation including a peer review and work with lead councils in this area we are extremely pleased with progress to date against this target. The challenge will be to maintain this level and seek further improvements.

Target 4b Measurable targets set by Public Sector Partnership relating to the 6 themes with action plans adopted to deliver them

The work this Council has led on focusing on life opportunities has resulted in the Colchester Public Sector Partnership agreeing 15 new joint targets to improve the life opportunities of local residents for the first time with multi agency action plans in place for each target.

Target 6c 5 new businesses, 50 new employees to be established as a result of targeted campaigns

Targeted campaigns and events led by the Enterprise Team have resulted in the creation of 11 new businesses and 73 new employees in Colchester.

Target 8a and 8b Reduction in waste generated per resident by 2% [BVPI84a].

Increase in the amount of waste which is recycled and composted from 31% to 33% [BVPI 82 a&b]

Colchester collects the least amount of waste per head in Essex of authorities that collect garden waste. The continued effort to emphasise the importance of waste minimisation as the first step in managing waste has seen the amounts of waste produced by Colchester's residents continue to decrease. This has been achieved through pro-active promotion of tools such as home composters, food waste composters, promotion of smarter shopping and reuse of materials.

Target 10d SMART Action Plans developed for 15 Neighbourhood Action Panels's (NAP's) delivering tangible crime reduction outcomes.

Significant progress has been made working with the Police on Neighbourhood Action Panels. All 15 Neighbourhood Action Panels have SMART action plans in place and some tangible outcomes are being delivered, for example, new speed watch groups in Langham, Fordham and the Garrison, anti social behaviour significantly reduced at Wivenhoe Station through use of Mosquito Unit and in Gt Horkesley through local residents using incident report forms, graffiti clean up at George Williams Way, CCTV installed in temporary accommodation at Monkwick, Youth worker recruited for Mile End, summer youth activity programme for St Anne's, illegal parking on pavements in Highwoods reduced and provision of youth transport in Mersea.

Target 13a Start on site July 2007. Works on schedule to agreed contract.

The Community Stadium project is progressing very well and now makes an impressive statement on the A12. With the appointment of a new part time Chief Executive it currently remains on course for an August 2008 opening. In addition, further sustainability measures were added as agreed by Cabinet in October 2007.

Target 13b Completion of roads and services March 2008

Cuckoo Farm, East West link infrastructure works were virtually completed by 31 March and the certificate of practical completion is expected by mid April.

4.5 Key issues

The following are examples of targets where considerable progress has been made but the actual target has not been achieved.

Target 2a Construction works complete

Firstsite is entering the final phase of construction, although a delay is anticipated compared to the original building completion date, as the main contractor is still resolving a number of performance and programme issues with its roofing and glazing sub-contractors. This remains a concern as completion of these works is on the critical path for the project, which inevitably will have an impact on the programme and potential practical completion date.

Target 3a 92% of Council homes made decent by end of March 2008.

Unfortunately the Decent Homes programme was not completed by December 2007, however, the Council is working closely with Colchester Borough Homes and Inspace to finalise the last stages of the programme which will be completed before the 2010 deadline.

Target 7a Achieve 10% of applications submitted on line

Our ability to increase the availability and use of technology for planning applications has been limited as we are reliant on third party software providers to make the necessary changes. The Government postponed the launch of its national application form initiative (1APP) from Oct 2007 to April 2008. Promotional activities to encourage on-line submission have been delayed until certain changes to IT software in connection with 1APP are in place and fully working.

Target 13d Developer identified and working relationship established. Confirmation of junction build programme.

The delivery of the A12 junction rests with the eventual purchaser of the Severalls Hospital site and although one was selected by English Partnerships last year and a great deal of progress achieved, this has since been undone by the international 'credit crunch'.

Target 13j Planning application submitted

Although the actual application has not been submitted, work is progressing with the Cultural Quarter and the developer competition and public consultation was extremely successful. A first class development proposal has emerged. Indeed the quality of this scheme has been recognised by winning a prestigious international award at this years MPIM property conference in Cannes.

4.6 Key issues– delivery largely dependant on the actions of others

The following are examples of targets where considerable progress has been made but the actual target has not been achieved due to the delivery being largely dependant upon the actions of partners.

Target 10a 18.5% reduction in crime achieved from 2005 levels by March 2008.

Although the Colchester CDRP has achieved an average reduction in crime of 17.6%, which exceeds the county LAA1 target of 16.2%, the 'stretch' Home Office target for Colchester of 18.5% has not been achieved.

Target 12c To be on target with the 07/8 milestones in the Colchester CYPSP Plan

The Colchester Children and Young People's Plan (CYPP) is being rewritten as part of the Essex County Council Joint Area Review inspection preparations. Whilst partners are involved in a range of activities to deliver the county CYPP targets, an accurate assessment of performance at this early stage is not possible.

5. Consultation

- 5.1 The Strategic Plan 2006/9 and its action plans have been informed by a borough-wide consultation exercise which took place during Autumn 2005.

6. Publicity Considerations

- 6.1 The finalised annual plans will be published on the Council's website, on 'the hub' and produced as a loose leaf 'working document' to accompany the Strategic Plan where requested. The achievements against the 2007/8 targets are significant and this will be communicated widely.

7. Financial implications

- 7.1 As was outlined in the report to Cabinet on 22 March 2006 the Strategic Plan and Action Plan have been aligned with the three year medium term financial forecast and capital programme.
- 7.2 Any 'sources of external funding' are identified in the Action Plan which may come from external funding or working with partners. External funding is only included for the performance year in which it is relevant.

8. Human Rights Implications

- 8.1 The Strategic Plan and Action Plan will have a significant impact on people's lives and the services they receive. There are no proposals that impinge on people's human rights.

9. Community Safety Implications

- 9.1 Both the 2007/8 and the 2008/9 Action Plans contain targets relating to 'safer communities and anti-social behaviour'. All targets for 2007/8 were achieved and have made a positive impact on crime and safety in the borough.

10. Health and Safety Implications

- 10.1 There are no specific health and safety issues arising from the plan

11. Risk Management Implications

- 11.1 The Council has recently introduced a robust risk management framework to enable the management of both strategic and operational risks which is now well embedded in the organisation.

Appendix

A - Annual Action Plan 2007/8 end of year performance report

Colchester Borough Council
Strategic Plan 2006/09 Monitoring
Annual Action Plan 2007/08 (year 2)
End of year report

Updated copies of the annual action plan are available annually, and the current version can be kept inside the back cover of the Strategic Plan 2006-09.

What follows here is the end of year report for the annual action plan for 2007/08, covering the year from April 2007 to March 2008.

Progress has been monitored by the Council's Cabinet. The 'progress' column is used for reporting purposes, and contains commentary on the end of year position

**Strategic Plan – action plan
Performance Monitoring 2007/08 targets**

Cleaner streets and better toilets

2006 – 2009		key aims	outcomes	actions by March 2008	target by March 2008	PFH & Lead Officer	progress	any sources of new funding
		Review street cleaning standards and our approach to education and enforcement.	Improve service reliability and reduce litter. Improved perceptions of Colchester as a clean and attractive place. Consistent service standards achieved.	Implement first year of improvement plan to include at last 2 education / enforcement campaigns, introduction of new business pack, establishment of clear enforcement policy, introduction of revised street cleaning operations and dedicated town centre maintenance person and additional street care officer	1a Improved performance on BV199 litter levels for land and highways (from 25% to 20%)	PFH Street Services Dave McManus	<p>Achieved</p> <ul style="list-style-type: none"> ▪ BV 199 out-turn for 2007/08 19% [i.e. better than target] ▪ First phase of improvement plan successfully implemented ▪ Significant improvements have been seen during the year in respect of street care and street cleaning, particularly following the introduction of the new fleet of mechanical sweepers ▪ Four educational campaigns taken place during the year have seen significant reductions in litter in the town centre ▪ Together with education programme over 300 fixed penalty notices for littering offences have been issued during the year ▪ Mechanical sweeping routes published on the colchester.gov.uk website in April allowing residents to view the programme of scheduled sweeping work 	£20K contribution from shopping centres

Cleaner streets and better toilets - continued

2006 - 2009		actions by March 2008	target by March 2008	PFH & Lead Officer	progress	any sources of new funding
key aims	outcomes					
Phased refurbishment programme for our public toilets.	Better public toilets. More attractive destination for visitors. Less anti-social behaviour in the street.	Complete tender process and implementation of refurbishment / improvement works to Lion Walk, St John's and St Mary's toilets Completion of the first of three Creative Conveniences at Lion Walk	1b Improved perception ratings in visitor and resident destination benchmarking and customer surveys (improve by 5% in next survey)	PFH Street Services Dave McManus	Achieved <ul style="list-style-type: none"> ▪ St John's and St Mary's toilets have been refurbished and have now opened ▪ Work in Lion Walk commenced in January with completion expected in mid June 2008 ▪ Plans are currently being commissioned for improvements to facilities in Dedham ▪ Limited improvement works have been carried out to the toilets at Coast Road West Mersea 	

Promoting cultural excellence

2006 - 2009						
key aims	outcomes	actions by March 2008	target by March 2008	PFH & Lead Officer	progress	any sources of new funding
Build and open Firstsite:Newsite.	Create an exceptional leisure and social attraction for local people and visitors. Increase the number of visitors to the area and the value of tourism activity to the local economy. New regional cultural facility which will act as a catalyst for regeneration of St Botolph's area, and will enhance Colchester's image, identity and regional status.	Complete the construction of the new facility and make necessary arrangements for lease to Firstsite as the future operator Support Firstsite in developing necessary capability to successfully operate the new facility	2a Construction works complete	PFH Culture & Environment/ PFH Resources Josie Worner/Keith Nicholson	<p>Not achieved</p> <ul style="list-style-type: none"> ▪ Entering the final phase of construction, the main contractor is resolving performance and programme issues with its sub-contractors. A delay is anticipated from the original date of practical completion to late 2008 ▪ Governance arrangements for firstsite have been revised and the management board restructured to reflect new operating demands ▪ Work continues with firstsite to ensure the organisation has the necessary capacity to successfully operate the new facility. The latest version of the business plan was considered by the Partnership Board in March 2008 	

Promoting cultural excellence - continued

2006 - 2009		actions by March 2008	target by March 2008	PFH & Lead Officer	progress	any sources of new funding
<p>key aims</p> <p>Implement our Destination Development Plan.</p>	<p>outcomes</p> <p>Realise Colchester's potential as a preferred destination for visitors, businesses, location and investment. Increased levels of inward investment.</p>	<p>Implement second phase of the DDP with a view towards:</p> <ul style="list-style-type: none"> ▪ Increasing accommodation capacity [including follow-up work for the Hotel Study completed by Humberts Leisure] ▪ Implementing planned improvements to the information and interpretation of Castle Park ▪ Town to Sea Trail from town to the Hythe developed with local artists interpreting the Hythe area ▪ Introduce changes to the look and feel for the Colchester tourism campaign in 2008 ▪ Increasing regional, national and international coverage of Colchester as a visitor destination, particularly with the development of Firstsite 	<p>2b Increased volume and value of tourism and visitor activity to the local economy by 1%</p> <p>2c Improved destination benchmarking ratings from 2006 levels when compared to other similar historic towns</p>	<p>PFH Culture & Environment Josie Worner</p> <p>Josie Worner</p>	<p>Achieved (both)</p> <ul style="list-style-type: none"> ▪ Hotel study complete identifying demand for four new hotels - discussions ongoing with a number of potential developer / operators ▪ A new 'step change' in design for Colchester's 2008 tourism campaign launched February 2008 ▪ The Town to Sea Trail launched January 2008 ▪ Capital funding for installation of Phase II of town centre pedestrian signage secured March 2008 	

Promoting cultural excellence - continued

2006 - 2009		actions by March 2008	target by March 2008	PFH & Lead Officer	progress	any sources of new funding
<p>key aims</p> <p>Implement our Development Plan for Sport.</p>	<p>outcomes</p> <p>Increase the range of sporting facilities to serve the local community, and to attract an Olympic preparation camp. People living more active healthier lifestyles, with reduction in child obesity. Improved attraction of the area as an important regional centre and place for external investment.</p>	<p>Establish community sports network as part of the nationally promoted Sport England single system for sport delivery framework.</p> <p>Establish second phase of new community use facilities [swimming pool and sports hall] at the Garrison.</p> <p>Complete second stage submission for Colchester to be short-listed for directory offering Olympic training / preparation camps for London 2012.</p> <p>Secure funding for and construct MUGA at St Anne's as part of a network of multi-use games areas across the Borough.</p>	<p>2d Increased participation in sport and physical activities by 3%.</p>	<p>PFH Culture & Environment Simon Grady</p>	<p>Achieved</p> <ul style="list-style-type: none"> ▪ Community Sport Network formed under brand 'Active Colchester' and 3 year strategy and 1 year action plan agreed by group following consultation with interested parties ▪ New sporting facilities at Garrison on programme to be available from summer 2008 ▪ 4 venues in Colchester will appear in the official directory of training and preparation camps for London 2012 available to visiting Olympic Committees ▪ £65,000 external funding secured from Football Foundation UEFA Jubilee Fund for construction of a Multi Use Games Area on Pondfield Open Space in St Anne's ward. CBC investment will be £25,000, less than one-third of the total project cost representing excellent value for money for the Council 	

Decent and affordable homes, and homelessness

2006 - 2009						
key aims	outcomes	actions by March 2008	target by March 2008	PFH & Lead Officer	progress	any sources of new funding
All council homes to meet 'decent homes' standard by end 2007.	Increase the number of council homes which meet this standard.	Work with CBH and Inspace to implement the 2007/2008 repair and refurbishment programme and complete DH elements of those homes still requiring work.	3a 92% of Council homes made decent by end of March 2008. (NB: 8% of Council homes have either refused works or we have been unable to gain entry)	PFH Neighbourhoods Mike Scarlett	Not achieved. The Council is working closely with Colchester Borough Homes and Inspace to finalise the last stages of the programme which will be completed before the 2010 deadline.	None
Further initiatives to encourage 'decent homes' in the private sector.	Improve standards of accommodation in privately-owned homes.	Promotion and use of financial assistance policy to generate more loans for house repairs. Use of enforcement and advice to persuade landlords to improve conditions to the decent homes standard.	3b Increase number of private sector homes brought up to the decent homes standard by 45 within the year.	PFH Neighbourhoods Peter McDonagh / Joanne Tawell	Achieved . 44 private sector properties were brought up to decent homes standard by a mixture of enforcement action and funding by means of the allocation of Financial Assistance Loans .	None

Decent and affordable homes, and homelessness - continued

2006 - 2009		actions by March 2008	target by March 2008	PFH & Lead Officer	progress	any sources of new funding
key aims	Explore ways to increase the number of new homes which are affordable to at least 30%.					
outcomes	Increase the number of people who have access to affordable homes.	Publish new policy on affordable housing for consultation in June 2007 and submission to Secretary of State in November 2007. Maximise provision of affordable housing without Housing Corporation funding (and add through SPG and balancing corporate requirements through planning gain). Secure funding in the 2008-2011 National Affordable Housing Programme bidding round.	3c Submission of Core Strategy for examination. 3d Aim to deliver at least 161 new affordable homes without the use of public funding. 3e Aim to secure at least 24 new affordable homes with Housing Corporation grant, where grant use maximises external resources.	PFH Neighbourhoods/ PFH Planning and Regeneration Karen Syrett Tina Hinson Tina Hinson	Achieved. Strategic Housing Market Assessment completed and signed off as robust by Housing Market Partnership March/April 2008. Evidence base for policies now in place. This is likely to be achieved but we await final figures from Registered Social Landlords (RSLs) of delivery which needs to be confirmed by the Housing Corporation. This is likely to be achieved but we await final figures from Registered Social Landlords (RSLs) of delivery which needs to be confirmed by the Housing Corporation.	None Secure funding from the Housing Corporation.

Decent and affordable homes, and homelessness – continued

2006 - 2009		outcomes	actions by March 2008	target by March 2008	PFH & Lead Officer	progress	any sources of new funding
Develop new initiatives with private landlords to avoid or prevent homelessness.	Fewer people being homeless.	Set up a Housing Strategy Partnership Board to develop, implement and monitor the strategy	3f Interactive Housing Strategy published by March 2008.	Tina Hinson	Not Achieved. First meeting of the Housing Strategy Partnership board was in January. Reviewed evidence base and agreed further research and consultation to be undertaken. 2 nd meeting to be held in April which will agree priorities and review resources. Final strategy to be published in July 2008.		
Develop new initiatives with private landlords to avoid or prevent homelessness.	Fewer people being homeless.	Implement the recommendations from the Peer Review by Regional Homelessness Champions (Norwich CC) May 2007. Additional Visiting Officer to be appointed on a 12 month fixed term contract to target homelessness prevention and housing options.	3g Reduce the number of temporary homelessness placements by 12%.	PFH Neighbourhoods Peter McDonagh	Achieved - households in temporary accommodation at 31/03/08 was 223 which was actually a 20 % reduction from 31/03/07	£20k from Communities and Local Government (CLG) as a one off payment towards recruitment of visiting officer.	

Tackling deprivation

2006 - 2009						
key aims	outcomes	actions by March 2008	target by March 2008	PFH & Lead Officer	progress	any sources of new funding
Encourage greater take-up of benefits.	Increase income levels for many people.	<ul style="list-style-type: none"> - Targeted activity in the areas of most need - Council Tax benefit campaign - Provide Advice Line 	<p>4a Increase level of benefits take-up to £500,000* * target lower than that in 2006/07 owing to reduction in funding from DWP, ECC and the Lottery</p>	PFH Neighbourhoods Tamara Moreau	Achieved - £1,000,000 increase in levels of take-up. Additional external funding received to enable increase in take-up resource.	
Co-ordinate our resources to tackle deprivation identified in six neighbourhoods in the borough. Revised wording	Meet our community goals for these areas for better facilities, participation and volunteering, community safety, healthy living, income and jobs.	The Public Sector Partnership is helped to adopt SMART targets and action plans to deliver these targets	<p>4b Measurable targets set by Public Sector Partnership relating to the 6 themes with action plans adopted to deliver them</p>	PFH Neighbourhoods Matt Sterling	Achieved - 15 targets adopted under 6 themes; multi-agency action plans written for each target	

Healthy living

2006 - 2009		target by March 2008	PFH & Lead Officer	progress	any sources of new funding
key aims	outcomes	actions by March 2008			
Promote health and wellbeing in line with the priorities of the Essex Local Area Agreement	Improve the health of local people by encouraging and facilitating participation in projects that promote physical activity and/or healthy eating	<p>Organise, deliver and/or secure funding for a range of healthy lifestyle projects.</p> <p>To include:</p> <ul style="list-style-type: none"> • MEND <p>5a 3 MEND (Mind, Exercise, Nutrition, Do it) programmes delivered (MEND is a national scheme - works with whole family, will be run at Leisure World)</p> <p>5b Secure funding to ensure scheme continues to operate at or beyond April 2007 level</p> <ul style="list-style-type: none"> • LEAP 	<p>PFH Neighbourhoods</p> <p>Alison Woolnough</p> <p>Alison Woolnough</p>	<p>Achieved: 3 programmes delivered this year, with a full waiting list for the 4th programme.</p> <p>Achieved: funding secured from North East Essex Primary Care Trust.</p>	<p>Big Lottery Wellbeing fund for MEND programme (secured)</p> <p>PCT funding and/or Choosing Health funding (not yet secured)</p>

Healthy living - continued

2006 - 2009		actions by March 2008	target by March 2008	PFH & Lead Officer	progress	any sources of new funding
key aims	outcomes	Work with Tending District Council and North East Essex PCT to:	5c Increase (from 2006-07) in number of people who have stopped smoking as measured by NHS Stop Smoking Service	PFH Neighbourhoods & PFH Planning & Regeneration Alison Woolnough Colin Daines	Achieved: the latest figures show a 22% increase in quitters this year compared to last.	2007/08 £65,041 Smoke free implementation grant
Work in partnership with other agencies to reduce smoking.	Increase the number of work places with policies to reduce smoking.	<ul style="list-style-type: none"> • introduce smokefree legislation • promote stop smoking services 				

Job creation - continued

2006 - 2009						
key aims	outcomes	actions by March 2008	target by March 2008	PFH & Lead Officer	progress	any sources of new funding
'One-stop shop' to support new and existing businesses.	Better coordination of our and partners' resources to meet new and existing business needs.	Agree a SLA/Memorandum of Understanding with key partners providing business support Support the delivery of the DTI led Business Support Simplification Programme at local level	6d Effectively handle 2,500 enquiries. Convert 1,200 of these enquiries into specific actions (eg training places, change of premises, funding applications, new employees)	PFH Business Nigel Myers	Achieved: - Volume of enquiries handled by the Enterprise team: Direct to CBC - 611 via Business Link - 3482 Total enquiries – 4093 Enquiries converted into confirmed actions/outcomes – 2210 (Conversion rate - 54%)	

Responsive planning

2006 - 2009						
key aims	outcomes	actions by March 2008	target by March 2008	PFH & Lead Officer	progress	any sources of new funding
New technology to make processing of planning applications as effective and efficient as possible.	Prompt and responsive services which meet or exceed government targets.	Develop interfaces between planning software and Web. Ensure effective use of new technology to streamline processes. Promotion of on-line services and facilities.	<p>7a Achieve 10% of applications submitted on line</p> <p>7b Achieve 20% of all planning consultations undertaken by electronic means</p> <p>7c Meet Pendleton Criteria as updated March 2007</p>	<p>PFH Planning & Regeneration Nicola George</p> <p>Nicola George</p> <p>Nicola George</p>	<p>Not achieved 6.3% planning applications received electronically. Gov't postponed the launch of its 1APP national application form from Oct 07 to April 08. Promotional activities to encourage on-line submission delayed until certain changes to IT software in connection with 1APP in place and fully working.</p> <p>Not achieved 11.3% consultations received electronically. Again, promotional activities delayed pending changes to software.</p> <p>Not achieved Dependent on targets above being achieved.</p>	<p>Planning Delivery Grant</p>

Responsive planning - continued

2006 - 2009		actions by March 2008	target by March 2008	PFH & Lead Officer	progress	any sources of new funding
key aims	outcomes					
Realign service delivery and training to focus on customer expectations.	Improve customer satisfaction.	Participate in the second phase of Customer Excellence Initiative. Implement new software to assist in resolution of calls. Undertake training for technical support teams, and Customer Service Centre Staff.	7d Maintain nil complaints upheld by Ombudsman 7e Achieve 70% resolution of planning calls received via Customer Service Centre at first point of contact	PFH Planning & Regeneration Nicola George Nicola George/ Leonie Rathbone	Achieved No complaints upheld. Overall figure 67% but since January the resolution has been above 70% Not achieved. Improvements are occurring but CSC performance continues to fluctuate due to stretch of resources. Future improvements dependent on new system – now ready to test.	Planning Delivery Grant
Deliver the core policy documents in the Local Development Framework.	A flexible, up-to date planning policy framework.	Continue to commission consultancy to provide the evidence base for the LDF. Carry out sustainability appraisals in-house. Provide development briefs to guide development	7f Local development scheme timetable met	PFH Planning & Regeneration Karen Syrett	Achieved – all milestones in the LDS have been met. The evidence base has been improved through the completion of a Strategic Flood Risk Assessment, PPG17 Open Space Study, a Strategic Housing Market Assessment and Strategic Housing Land Availability Assessment. The sustainability appraisals of three Development Plan	

Responsive Planning continued

2006 - 2009		outcomes	actions by March 2008	target by March 2008	PFH & Lead Officer	progress	any sources of new funding
				7f cont.		Document's have been undertaken in house. The team has worked hard to meet the challenging programme set, particularly as we are only the second Council in Essex to produce a Core Strategy for examination. This examination will be had in late June/early July.	
Deliver the core policy cont...				7g Core strategy submitted to Planning Inspectorate	Karen Syrett	Achieved – the Core Strategy was submitted to the Government Office and Planning Inspectorate on 19 November 2007.	
				7h Initial consultation undertaken for Site Allocations and Development Policies (DPD's).	Karen Syrett	Achieved – formal consultation took place between November 2007 and January 2008 as part of a period of continuous engagement.	

Reducing and recycling waste

2006 - 2009		Reducing and recycling waste				
key aims	outcomes	actions by March 2008	target by March 2008	PFH & Lead Officer	progress	any sources of new funding
Promote waste reduction and drive up re-use and recycling	Behavioural changes so that less waste is produced by everyone in the Borough, whilst encouraging greater levels of reuse and recycling, thereby reducing the adverse environmental impact. Where possible waste composted at source becomes the norm, with consequential environmental benefit. Recycling is made as easy as possible helping to	Establish medium term strategy that sets out the approach, priorities and key targets to reduce the quantity of waste produced, encourage re-use and promote recycling in the Colchester area, in the context of the emerging integrated waste management strategy for Essex and the new government waste strategy	<p>8a Reduction in waste generated per resident by 2% [BVP184a]</p> <p>8b Increase in the amount of waste which is recycled and composted from 31% to 33% [BVP182 a&b]</p>	PFH Culture & Environment Chris Dowsing/ Dave McManus	<p>Achieved (both)</p> <ul style="list-style-type: none"> ▪ BVP184a - during the period April to December 07/08 the amount of waste produced per resident has decreased from 288 kilograms to 283 kilograms. A reduction of 2% compared to the same period last year ▪ BVP182 a & b - for the period April to December 07/08 the amount of waste recycled and composted has increased to 34.71% [compared to 32.31% in the same period in 2006/07] ▪ A Waste to Resources Policy has been developed, taking into account the context set out in the Government waste strategy and the proposals arising from the development of an integrated waste management strategy for Essex. ▪ The policy continues promote a hierarchy of 'reduce, reuse, recycle' and sets a vision for how waste can be managed as a resource guided by three principles: <ul style="list-style-type: none"> - behaviour change - increased opportunities to reduce, reuse and recycle 	

Reducing and recycling waste - continued

2006 - 2009		actions by March 2008	target by March 2008	PFH & Lead Officer	progress	any sources of new funding
<p>key aims</p> <p>Cont'd</p>	<p>establish a culture where recycling is standard practice</p> <p>Where possible waste composted at source becomes the norm, with consequential environmental benefit.</p> <p>Recycling is made as easy as possible helping to establish a culture where recycling is standard practice</p>	<p>a targeted education programme to increase environmental awareness and encourage behavioural changes and the development of new opportunities and ways to facilitate for recycling</p>	<p>As 8a and 8b cont</p>	<p>PFH Culture & Environment Chris Dowsing/ Dave McManus</p>	<p>- joint working</p> <ul style="list-style-type: none"> ▪ The policy went before Policy Panel on 5 November. Following on from the policy a Waste to resources strategy and improvement plan has been developed and contains priorities to ensure the outcomes for this priority are met. Elements of the plan have been implemented around increased education to change behaviour including eco schools projects and the rubbish recycler's programme. There have been further developments in the provision of recycling facilities for people living in flats with an additional 24 sites being established in 07/08. ▪ The continued effort on emphasising the importance of waste minimisation as the first step in managing waste has seen the amounts of waste produced by Colchester's residents continuing to decrease. 	

Reducing and recycling waste - continued

2006 - 2009		outcomes	actions by March 2008	target by March 2008	PFH & Lead Officer	progress	any sources of new funding
Key aims	Reject the incineration of household waste.	Minimise the environmental impact of waste disposal.	Full exploration of the affordability of high recycling and bio treatment to deliver a sustainable solution for waste in Essex	8c Adoption of the joint waste strategy for Essex <i>(NB target delivery largely dependant on ECC)</i>	PFH Culture & Environment Chris Dowsing	Not Achieved The revised outline business case will be submitted to Defra in April 2008. The reference case allows for high levels of recycling and the provision of mechanical biological treatment facilities coupled with anaerobic digestion in order to meet tough landfill allowance targets. It also allows for the production of a solid recovered fuel to be used within a dedicated energy facility. The joint municipal waste management strategy for Essex is currently out for further consultation running from the 18 February to 5 May 2008.	
	Consider joint waste collection options with neighbouring councils.	Potential for cost benefits and improved recycling and composting levels.	KAT modelling of current and future options for collection systems completed Modelling results discussed with neighbouring authorities and potential benefits of joint working	8d Collection options modelled through the east area joint committee and a decision made on the method of collection to be adopted and options for joint working	PFH Culture & Environment Chris Dowsing	Not Achieved. As above the revised outline business case will be submitted to Defra in April 2008. A waste to resources strategy/implementation plan has been developed to take the vision of the policy document forward and this includes options for alternative containers to improve collections. Clear sacks are one option within the plan and these are being introduced for the collection of paper and cardboard and	

Reducing and recycling waste - continued

2006 - 2009		outcomes	actions by March 2008	target by March 2008	PFH & Lead Officer	progress	any sources of new funding
Key aims			discussed Options for collection containers will be explored through actions in the waste to resources action plan	8d cont... presented to members (NB target delivery largely dependant on ECC and target 8c above)		plastics	

Rural communities

2006 - 2009						
Key aims	outcomes	actions by March 2008	target by March 2008	PFH & Lead Officer	progress	any sources of new funding
Investigate delivering more services via existing outlets such as libraries, shops and post offices, promote options available via our Customer Service Centre, including web-based and automated access.	Improve access to services for residents living in rural areas.	Roll out of training programme to all rural libraries within the Borough to enable the establishment of Council Information Points. Establish links with larger parish councils which have a public office.	<p>9a All training complete and all libraries offering access to CBC information via the website. <i>(NB target delivery largely dependant on ECC)</i></p> <p>9b One parish council offering access to CBC information via the website.</p>	<p>PFH Customer Service & Sustainability Leonie Rathbone / Sally Harrington</p> <p>Leonie Rathbone / Sally Harrington</p>	<p>Not Achieved. Due to ECC restructure Library meeting to agree roll out to all libraries delayed until 14 April 2008.</p> <p>Achieved. Tiptree Parish Council currently offering access to CBC information via website. All Town and Parish Council clerks invited to similar training sessions throughout April 08. First session successfully completed.</p>	
Encourage greater spread of Parish Plans and Village Design Statements, to build on the success of our grant scheme.	Clearer identification and targeting of rural priorities and needs.	Assist in the preparation of all types of community plans	<p>9c 50% of town and parish councils to have a community plan under preparation</p>	<p>PFH Planning and Regeneration Karen Syrett</p>	<p>Achieved. 16 parishes have commenced/adopted a community plan.</p>	

Rural communities continued

2006 – 2009		actions by March 2008	target by March 2008	PFH & Lead Officer	progress	any sources of new funding
<p>Key aims</p> <p>Introduce programme for town and parish councils to secure greater involvement in local service delivery.</p>	<p>outcomes</p> <p>Town and parish councils feel more engaged and involved in the delivery of our services.</p>	<p>Take consultation responses from local Councils on a menu of options for local service delivery and develop a limited number of trial initiatives</p>	<p>9d To have agreement by two town and Parish Councils to an innovative trial approach to service delivery in their area.</p>	<p>PFH Neighbourhoods Ian Vipond</p>	<p>Achieved. Consultation has continued with three specific Parish Councils where individual items for trial arrangements have been initiated (such as how particular pieces of land could best be maintained or street cleaning regimes altered). Although not in themselves innovative schemes this active approach has led to better understanding and improved relationships. Discussions continue. The Borough has agreed an innovative approach to setting up Local Highway Panels which will directly involve Parish Council representatives.</p>	

Safer communities and anti-social behaviour

2006 - 2009						
key aims	outcomes	actions by March 2008	target by March 2008	PFH & Lead Officer	progress	any sources of new funding
<p>Increase the impact of work with our partners on the Colchester Crime and Disorder Reduction Partnership.</p> <p>Promote safety awareness to address fear of crime.</p>	<p>Less crime and anti-social behaviour across the borough.</p>	<p>Enhance the outcomes and performance of 6 Crime Reduction Action Groups responsible for contributing towards this key aim.</p> <p>Ensure that partners agencies achieve the outcomes and targets for reducing drug and alcohol misuse based upon the newly formed joint Colchester & Tendring Drug and Alcohol Reference Group</p> <p>To reduce re-offending by 20 prolific drug users by a minimum of 60%</p>	<p>10a 18.5% reduction in crime achieved from 2005 levels by March 2008. <i>(N.B. target dependant on external partners)</i></p> <p>10b To be on target for a minimum of 80% of the 2007/08 milestones set out in the joint Drug and Alcohol Action Plan.</p> <p>10c 'Keep' project to be on target by March 2008.</p>	<p>PFH Business Peter Carrington</p> <p>Peter Carrington</p> <p>Peter Carrington</p>	<p>Not achieved: The Colchester CDRP has achieved an average reduction in crime of 17.6% as of February 08 (year end figures to be confirmed) against the "stretched" Home Office target. The 17.6% exceeds the county LAA1 target of 16.2%.</p> <p>Achieved: 82% of milestones in the Drug & Alcohol plan on target.</p> <p>Achieved: Average reduction of 69% in re-offending has been achieved with 23 priority and prolific offenders.</p>	

Safer communities and anti-social behaviour - continued

2006 - 2009		key aims	outcomes	actions by March 2008	target by March 2008	PFH & Lead Officer	progress	any sources of new funding
Cont'd	Cont'd	Develop 15 Neighbourhood Action Panels across Colchester led by representatives from their local community. Develop an Action Plan with clear outcomes on reducing crime and combating quality of life issues for each NAP. Improve engagement and communication with residents and businesses using various websites, newsletters, texting, media releases, themed action days, radio coverage, Courier, etc.	Cont'd	Develop 15 Neighbourhood Action Panels across Colchester led by representatives from their local community. Develop an Action Plan with clear outcomes on reducing crime and combating quality of life issues for each NAP. Improve engagement and communication with residents and businesses using various websites, newsletters, texting, media releases, themed action days, radio coverage, Courier, etc.	<p>10d SMART Action Plans developed for 15 NAP's delivering tangible crime reduction outcomes.</p> <p>10e Information about each NAP, their Action Plan and who to contact made available via Crime Partnership, CBC and Police websites.</p> <p>10f Four NAP articles funded and published in Courier magazine</p> <p>10g Launch updated Drug and Alcohol section on crime partnership website. <i>(N.B. target delivery dependant on external partners).</i></p>	<p>PFH Business Peter Carrington</p> <p>Peter Carrington</p> <p>Peter Carrington</p> <p>Peter Carrington</p>	<p>Achieved: SMART action plans are in place for all 15 NAP's and placed on the Essex police website for public access or can be requested direct from the CDRP team.</p> <p>Achieved: Information available through post code search facility via: http://www.essex.police.uk or through http://www.colchester-community-safety.org.uk/</p> <p>Achieved. Four articles published in the Courier magazine during 07-08.</p> <p>Not Achieved: Due to staff capacity in partner organisation.</p>	

Safer communities and anti-social behaviour - continued

2006 - 2009		actions by March 2008	target by March 2008	PFH & Lead Officer	progress	any sources of new funding
key aims	outcomes	<p>Performance data is collected every three months and evaluated from police, CBC and other partner agencies including community priorities identified from 15 Neighbourhood Action Panels. (This key aim will directly impact upon the council's Best Value Performance Indicators for Community Safety).</p>	<p>10h Strategic assessment completed on how the Colchester Crime and Disorder Reduction Partnership, and its partner agencies, have performed and the results and future actions incorporated into an Annual Plan that details how the partnership will continue to lower crime and combat quality of life issues.</p>	<p>PFH Business Peter Carrington</p>	<p>Achieved: Strategic Assessment of Crime and Annual Plan completed by the CDRP as per the provisions contained in section 115 of the Police and Justice Act 2006.</p>	
<p>Highlight the work we do with our partners to achieve the joint action plan.</p>	<p>People are clearer about what we are planning to achieve.</p>					

Tackling traffic congestion

2006 - 2009						
key aims	outcomes	actions by March 2008	target by March 2008	PFH & Lead Officer	progress	any sources of new funding
Park and ride site, and Stanway western bypass.	Reduce traffic in town's urban area, and more parking choice for visitors.	To identify the first operational park and ride site (north or west) and to ensure necessary planning permission is obtained (subject to any call in) and a business case has been submitted to government by ECC for funding as appropriate.	11a Any Planning application submitted by ECC to have been resolved and have been granted (subject to any call in). <i>(NB target delivery dependant on ECC)</i>	PFH Planning and Regeneration Ian Vipond	Not Achieved. Target changed: As previously reported, hopes for the early delivery of Park and Ride have moved and now focus on North Colchester. Here Cabinet in March 2008 approved the use of part of the Community Stadium car park and an adjacent site for the creation of a temporary facility and released £200,000 towards its cost. Subject to planning and Haven Gateway funding, the facility could be open by the turn of the year.	
New bus station.	Better facilities for bus users, making public transport more attractive for our residents and visitors.	Developers' agreement signed with developer partners. Scheme for a new bus station to have been submitted as part of the proposals for Vineyard gate.	11b Planning application to have been submitted for Vineyard gate including a new bus station <i>(NB target delivery dependant on developer)</i>	PFH Planning and Regeneration Fiona Duhamel	Not achieved For progress on this target see 13i below	

Tackling traffic congestion - continued

2006 - 2009		outcomes	actions by March 2008	target by March 2008	PFH & Lead Officer	progress	any sources of new funding
key aims	Expand the Colchester2020 Travel Plan Club.	Increase car sharing and use of alternatives to private car.	Continue to work with Colchester2020 Travel Plan Club to increase the number of people regularly using alternatives to the private car.	<p>11c Establish clear objectives for the Travel Plan Club and its expansion. <i>(NB delivery of target dependant on 2020 partners)</i></p> <p>11d Review CBC's Travel Plan in light of progress to date against targets. Implement new measures so that the targets can be achieved.</p>	<p>PFH Planning & Regeneration Emily Harrup</p> <p>Emily Harrup</p>	<p>Achieved Travel Plan Club Terms of Reference agreed with Club members and Colchester2020. Annual marketing plan under development and promotional material has been produced to assist with attracting new members. Targets for 2008 – 10 are set for expanding the Club, including to better represent small and medium sized organisations in Colchester. First generic survey to establish baseline data across Travel Plan Club members due to take place May 08.</p> <p>Not Achieved Travel Plan Steering Group reformed Dec 07 with representation from all service groups and UNISON. Working to further develop and better promote the Travel Plan, including through setting objectives and using available funding to improve the range of options available to staff.</p> <p>Bike2Work scheme launched, bus season ticket discount extended to all operators and CBC Travel Plan extended to Ipswich Museums staff - Feb 08</p>	

Tackling traffic congestion - continued

2006 - 2009		key aims	outcomes	actions by March 2008	target by March 2008	PFH & Lead Officer	progress	any sources of new funding
		Green links.	A network of routes for people to use for leisure or business journeys, improving the environment of our neighbourhoods and the health of our residents, and reducing traffic congestion.	Respond to ECC Consultation on A133 Central Corridor Improvements. Develop with ECC a historic town centre improvement plan for consultation that supports the economic vitality of the town centre	11e Agreed response submitted to ECC And delivery strategy adopted 11f Historic town centre plan includes improvements for pedestrians, cyclists and public transport users <i>(NB target delivery dependant on ECC)</i>	PFH Planning & Regeneration Paul Wilkinson Paul Wilkinson	Not Achieved Continue to work with ECC through 5-aside meetings to develop short term measures around the Albert and Colne Bank roundabouts and North Station Not Achieved Due to funding constraints, project not included in Growth Point Funding application. ECC to consider project for Community Infrastructure Funding 2 (CIF2) bid - April 08 Continue to work with ECC through 5-aside meetings for early implementation. Joint authority officer workshop held – March 08 to develop vision for the town centre £100,000 Growth Point Status allocated for 2008/09 to move project forward.	ECC funding

Tackling traffic congestion - continued

2006 - 2009		key aims	outcomes	actions by March 2008	target by March 2008	PFH & Lead Officer	progress	any sources of new funding
		Accessibility planning.	Better location and land use policies. Identification of shortfalls in the provision of public transport, walking and cycling routes.	Use accessibility planning to aid decision making on the location of development in the LDF. Adopt East Colchester masterplan with accepted transport plan	11g To have approved transport and accessibility policies as part of LDF.	PFH Planning & Regeneration Paul Wilkinson	Achieved Policies approved by LDF Panel – Oct 07. Continued partnership working to develop supporting information and documents for policies for LDF examination – June 08. Achieved Adopted by LDF Panel – Feb 08. Continued partnership working to implement Masterplan, including; upgrading Hythe station platform, facilities and approach to enable more trains to stop here and the creation of a quality interchange 2008/09.	

Opportunities for younger and older people

2006 - 2009		outcomes	actions by March 2008	target by March 2008	PFH & Lead Officer	progress	any sources of new funding
key aims		Increase in the number and range of things for young people to do.	Complete the Colchester Play Strategy to release lottery funding Establish new CYPSP Lead Officers Strategy group	12a Strategy submitted 12b Strategy group meeting and performance monitoring CYPSP Plan	PFH Neighbourhoods Bob Penny Gareth Mitchell	Achieved. Colchester Play Strategy completed and adopted - Big Lottery application submitted and release of funding confirmed from 1 April 2008 Achieved. Colchester CYPSP Board has met regularly since June 2007. CYP Plan review underway as part of the Essex County Council Joint Area Review Inspection.	£314,000 (if bid is successful)
			Work with CYPSP partners to deliver against the CYPSP Plan	12c To be on target with the 07/8 milestones in the Colchester CYPSP Plan (<i>NB target delivery dependant on partners</i>)	Gareth Mitchell	Not Achieved - To be on target with the 2007/08 milestones in the Colchester Children and Young People's Plan (CYPP). The CYPP is being rewritten as part of the Essex County Council Joint Area Review inspection preparations. Whilst partners are involved in a range of activities to deliver the county CYPP targets, an accurate assessment of performance is not possible. (N.B. target delivery dependant on external partners)	

Opportunities for younger and older people continued

2006-2009							
Key aims	outcomes	Actions by Mar 08	Target by Mar 08	PFH & Lead Officer	progress	Any sources of new funding	
<p>Enhance the travel concession scheme for people who are older or have a disability.</p>	<p>Offer alternatives to car use and promote public transport.</p>	<p>Prepare report for portfolio holder to review the existing discretionary element of the travel concession scheme in view of the introduction of the new national scheme.</p>	<p>12d To implement the national concessionary travel scheme, with any changes to the discretionary element agreed by the portfolio holder.</p>	<p>PFH Resources Peter Evans</p>	<p>Achieved. The national scheme is being implemented with operational hours of 9.30am to 11pm weekdays and all day at weekends. Local discretions are being allowed for some bus services between 9.00 and 9.30 am for rural areas (subject to negotiations) and the companion card which would normally be accepted for travel in Colchester will be honoured in Braintree, Maldon and Tendring areas by reciprocal arrangements.</p> <p>Arrangements are in hand with our suppliers to issue passes to existing customers and most new applicants by 31st March 2008. Applications received in later March will be despatched as soon as possible</p>	<p>A specific grant of £102,000 has been received to cover the cost issuing smartcard type bus passes.</p> <p>A specific grant of £538,000 has been announced by the government for additional scheme costs from 2008/9</p>	

Renaissance

2006-2009						
Key aims	outcomes	Actions by Mar 08	Target by Mar 08	PFH & Lead Officer	progress	Any sources of new funding
Community Stadium	New 10,000 seat stadium for Col Utd and focal point for local community development	Signing of building contract. Signing of all legal documentation and grant agreements. Enabling activity to enable start on site	13a Start on site July 2007. Works on schedule to agreed contract	PFH Planning & Regeneration Steve Clarke	Achieved. Work on programme for August 2008 completion	£1m DCLG £1 m EEDA £2 m Football Foundation
East West link infrastructure	Completion of roads and services needed for Community Stadium	Enabling activity to facilitate start on site by developer.	13b Completion of roads and services Mar 2008	PFH Planning & Regeneration Steve Clarke	Achieved (Formal certificate of Practical Completion expected early April)	
North Colchester Incubator	New business incubation units to support economic growth in North Colchester	Selection of operator. Selection of developer. Enabling activity to facilitate start on site.	13c Start on site	PFH Planning & Regeneration Howard Davies	Achieved. Delays caused by State Aid concerns of funders. Funding now secured and project continuing. COLBEA selected as preferred operator January 2008.	£1 m DCLG £1 m EEDA
A12 Junction	The ultimate opening of the new junction and the ability to operate park and ride	Support provided to assist sale of Severalls Hospital site by English Partnerships	13d Developer identified and working relationship established. Confirmation of junction build programme.	PFH Planning & Regeneration Steve Clarke	Not Achieved. Sale by English Partnerships fallen through due to credit crunch.	Developer funded

Renaissance continued

2006-2009		outcomes	Actions by Mar 08	Target by Mar 08	PFH & Lead Officer	progress	Any sources of new funding
Key aims							
East Colchester: Hythe Station improvements	Improved rail services from East Colchester to London	Release of Section 106 funding. Liaison with Essex County Council and Network Rail who are project managers.	13e Completion of platform extension to enable stops by 12 car trains. <i>(NB target delivery dependant on Network Rail)</i>	PFH Planning & Regeneration Steve Clarke	Not Achieved. Funding released but work now scheduled to commence in June 2008.	Use of £1 Section 106 funds	
University Research Park	Provision of a specialist business incubator to encourage high tech business growth.	Supporting University bid to EEDA for funding for BIC. Identifying and bidding for new grant monies	13f Funding Bids to attempt to close the funding gap submitted	PFH Planning & Regeneration Jim Leask/Steve Clarke	Achieved. Support provided to enable bids to be submitted but as yet no final decisions on grant awards	Up to £7 m from various sources	
Hythe Quay (paving, dredging & moorings)	Revitalisation of former river frontage to act as catalyst for next phase of development	Major structural repairs to river walls. Limited works to enable historic ships to moor. New paving to continue B-Sure works	13g Obtain all necessary consents and achieve completion of river wall repairs and further paving/public realm works.	PFH Planning & Regeneration Steve Clarke	Achieved. Sheet piling contract completed March 2008 but delayed due to long delivery times for steel. Paving work will follow April to June 2008 but funding extension secured.	£2 m DCLG	
Scrap yards remediation	Preparation of a costed scheme of remediation to facilitate funding bid	Site investigations. Development options for decision. Detailed remediation scheme prepared. Cost estimate.	13h Reports completed and costs identified.	PFH Planning & Regeneration Steve Clarke	Achieved. Study and cost plan completed in March 2008.	£50,000 DCLG	

Renaissance continued

2006-2009		outcomes	Actions by Mar 08	Target by Mar 08	PFH & Lead Officer	progress	Any sources of new funding
Key aims	Vineyard Gate including the Bus station	Major new retail development incorporating new Bus Station completed to ensure Colchester maintains its position as a major retail destination	Legal documentation completed. Public consultation undertaken. Design competition undertaken for key elevations.	13i Planning application submitted.	PFH Planning & Regeneration Fiona Duhamel	Not achieved. Design Competition and Public Consultation undertaken but credit crunch and issues raised by both EH and CABE has required developer to review the scheme and its viability before progressing legal documentation	Developer funded
Cultural Quarter	Distinctive new area created around Firstsite to encourage extra visitors and extend visits	Completion of development competition to select a preferred bidder. Legal documentation. Public consultation and design development.	13j Planning application submitted	PFH Planning & Regeneration Fiona Duhamel	Not achieved. Design Competition and Public Consultation undertaken but credit crunch has required developer to review viability before progressing legal documentation.	Developer funded	
Public Realm (St Botolph's Park)	Attractive public and pedestrian routes in St Botolph's area	Studies, surveys and design development.	13k Detailed design for St Botolph's Park prepared	PFH Planning & Regeneration Keith Nicholson	Achieved. Designer appointed and outline scheme prepared for phased plan of improvements to public realm – links made with adjacent developments	£50,000 DCLG	

Renaissance continued

2006-2009						
Key aims	outcomes	Actions by Mar 08	Target by Mar 08	PFH & Lead Officer	progress	Any sources of new funding
Car Parking Strategy	Delivery of car parking provision to meet master plan targets	Engagement of consultants to prepare business case. Site investigations	131 Completion of full business case for new St Botolph's multi storey car park.	PFH Planning & Regeneration Fiona Duhamel	Achieved. Reports on business case taken to Cabinet This project has become more linked to the Vineyard Gate project, since Nov 07	

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