

# **Cabinet**

**Grand Jury Room, Town Hall**

**9 July 2008 at 6:00pm**

**The Cabinet deals with**

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

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# COLCHESTER BOROUGH COUNCIL CABINET

9 July 2008 at 6:00pm

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

## AGENDA - Part A

(open to the public including the press)

### Pages

#### 1. Welcome and Announcements

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

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

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

#### 2. Urgent Items

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

#### 3. Declarations of Interest

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

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

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

then the interest need only be declared if the Councillor intends to

Speak on that item.

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

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

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

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

#### **4. Have Your Say!**

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

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

#### **5. Minutes**

To confirm as a correct record the minutes of the meeting held on 21 May 2008.

#### **6. Call-in Procedure**

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

#### **7. Strategy**

- a. Strategic Plan: Annual Action Plan year 2 - 2007-08 end of year performance report** **1 - 43**

#### **8. Strategy/Resources and Business**

- a. 2009/10 Budget Strategy, Medium Term Financial Forecast** **44 - 68**



**and Timetable**

**9. Neighbourhoods**

- a. Homelessness Strategy** **69 - 93**

**10. General**

- a. Revised Scheme of Delegation to Officers** **94 - 120**

- b. Progress of Responses to the Public** **121 - 123**

**11. Resources and Business**

- a. Disposal of Layer Road Site** **To Follow**

**12. Exclusion of the Public**

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





**COLCHESTER BOROUGH COUNCIL  
CABINET**

**9 July 2008 at 6:00pm**

**AGENDA - Part B**

(not open to the public or the press)

**Pages**

**13. Resources and Business**

**a. Disposal of Layer Road site**

**To Follow**



## Cabinet

Item  
7(a)

9 July 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	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).

### 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 (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 Horkeley 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 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**

<b>2006 – 2009</b>		<b>actions by March 2008</b>	<b>target by March 2008</b>	<b>PFH &amp; Lead Officer</b>	<b>progress</b>	<b>any sources of new funding</b>
<b>key aims</b>	<b>outcomes</b>	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	<b>1a</b> Improved performance on BV199 litter levels for land and highways (from 25% to 20%)	PFH Street Services Dave McManus	<b>Achieved</b> <ul style="list-style-type: none"> <li>▪ <b>BV 199 out-turn for 2007/08 19% [i.e. better than target]</b></li> <li>▪ First phase of improvement plan successfully implemented</li> <li>▪ 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</li> <li>▪ Four educational campaigns taken place during the year have seen significant reductions in litter in the town centre</li> <li>▪ Together with education programme over 300 fixed penalty notices for littering offences have been issued during the year</li> <li>▪ Mechanical sweeping routes published on the colchester.gov.uk website in April allowing residents to view the programme of scheduled sweeping work</li> </ul>	£20K contribution from shopping centres
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.					

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
<b>key aims</b>	<b>outcomes</b>	<b>actions by March 2008</b>	<b>target by March 2008</b>	<b>PFH &amp; Lead Officer</b>	<b>progress</b>	<b>any sources of new funding</b>
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	<b>Achieved</b> <ul style="list-style-type: none"> <li>▪ St John's and St Mary's toilets have been refurbished and have now opened</li> <li>▪ Work in Lion Walk commenced in January with completion expected in mid June 2008</li> <li>▪ Plans are currently being commissioned for improvements to facilities in Dedham</li> <li>▪ Limited improvement works have been carried out to the toilets at Coast Road West Mersea</li> </ul>	

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
<p>Build and open Firstsite:Newsite.</p> <p>∞</p>	<p>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.</p>	<p>Complete the construction of the new facility and make necessary arrangements for lease to Firstsite as the future operator</p> <p>Support Firstsite in developing necessary capability to successfully operate the new facility</p>	<p>2a Construction works complete</p>	<p>PFH Culture &amp; Environment/ PFH Resources</p> <p>Josie Worner/Keith Nicholson</p>	<p><b>Not achieved</b></p> <ul style="list-style-type: none"> <li>▪ 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</li> <li>▪ Governance arrangements for firstsite have been revised and the management board restructured to reflect new operating demands</li> <li>▪ 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</li> </ul>	

Promoting cultural excellence - continued

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

Promoting cultural excellence - continued

2006 - 2009		actions by March 2008	target by March 2008	PFH & Lead Officer	progress	any sources of new funding
<p><b>key aims</b></p> <p>Implement our Development Plan for Sport.</p>	<p><b>outcomes</b></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><b>2d</b> Increased participation in sport and physical activities by 3%.</p>	<p>PFH Culture &amp; Environment Simon Grady</p>	<p><b>Achieved</b></p> <ul style="list-style-type: none"> <li>▪ 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</li> <li>▪ New sporting facilities at Garrison on programme to be available from summer 2008</li> <li>▪ 4 venues in Colchester will appear in the official directory of training and preparation camps for London 2012 available to visiting Olympic Committees</li> <li>▪ £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</li> </ul>	

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.	<b>3a</b> 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	<b>Not achieved.</b> 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.	<b>3b</b> Increase number of private sector homes brought up to the decent homes standard by 45 within the year.	PFH Neighbourhoods  Peter McDonagh / Joanne Tawell	<b>Achieved .</b> 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		outcomes	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%.	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.	<b>3c</b> Submission of Core Strategy for examination.  <b>3d</b> Aim to deliver at least 161 new affordable homes without the use of public funding.  <b>3e</b> 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	<b>Achieved.</b> 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 <b>likely to be achieved</b> but we await final figures from Registered Social Landlords (RSLs) of delivery which needs to be confirmed by the Housing Corporation.  This is <b>likely to be achieved</b> 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
key aims			Set up a Housing Strategy Partnership Board to develop, implement and monitor the strategy	3f Interactive Housing Strategy published by March 2008.	Tina Hinson	<b>Not Achieved.</b> First meeting of the Housing Strategy Partnership board was in January. Reviewed evidence base and agreed further research and consultation to be undertaken. 2 <sup>nd</sup> 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	<b>Achieved</b> - 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"> <li>- Targeted activity in the areas of most need</li> <li>- Council Tax benefit campaign</li> <li>- Provide Advice Line</li> </ul>	<p><b>4a</b> Increase level of benefits take-up to £500,000*</p> <p>* target lower than that in 2006/07 owing to reduction in funding from DWP, ECC and the Lottery</p>	PFH Neighbourhoods Tamara Moreau	<b>Achieved</b> - £1,000,000 increase in levels of take-up. Additional external funding received to enable increase in take-up resource.	
<p>Go-ordinate our resources to tackle deprivation identified in six neighbourhoods in the borough.</p> <p><b>Revised wording</b></p>	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><b>4b</b> Measurable targets set by Public Sector Partnership relating to the 6 themes with action plans adopted to deliver them</p>	PFH Neighbourhoods Matt Sterling	<b>Achieved</b> - 15 targets adopted under 6 themes; multi-agency action plans written for each target	

## Healthy living

2006 - 2009		key aims	outcomes	actions by March 2008	target by March 2008	PFH & Lead Officer	progress	any sources of new funding
		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"> <li>• MEND</li> </ul>	<p><b>5a</b> 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><b>5b</b> Secure funding to ensure scheme continues to operate at or beyond April 2007 level</p>	<p>PFH Neighbourhoods</p> <p>Alison Woolnough</p> <p>Alison Woolnough</p>	<p><b>Achieved:</b> 3 programmes delivered this year, with a full waiting list for the 4<sup>th</sup> programme.</p> <p><b>Achieved:</b> 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 in partnership with other agencies to reduce smoking.	Increase the number of work places with policies to reduce smoking.	<p>Work with Tendring District Council and North East Essex PCT to:</p> <ul style="list-style-type: none"> <li>• introduce smokefree legislation</li> <li>• promote stop smoking services</li> </ul>	<p><b>5c</b> Increase (from 2006-07) in number of people who have stopped smoking as measured by NHS Stop Smoking Service</p>	<p>PFH Neighbourhoods &amp; PFH Planning &amp; Regeneration</p> <p>Alison Woolnough Colin Daines</p>	<p><b>Achieved:</b> the latest figures show a 22% increase in quitters this year compared to last.</p>	<p>2007/08 £65,041 Smoke free implementation grant</p>

## Job creation

2006 - 2009						
key aims	outcomes	actions by March 2008	target by March 2008	PFH & Lead Officer	progress	any sources of new funding
Marketing activities to position Colchester as a prestigious regional centre for business.	Increase the number, quality and average wage rate of local jobs – and increase success rate of inward investment.	Implement a Business Communications Plan with 2020 support and endorsement to increase business confidence and engagement in Colchester and to signpost contract opportunities within/external to the Borough	<b>6a</b> Raise the level of business confidence in Colchester as measured by the Annual Business Survey. (Composite measure to be agreed June 07.)	PFH Business Nigel Myers	<b>Achieved:</b> Targeted campaigns/events have resulted in the creation of 11 new businesses and 73 new employees.	2020 £10k; Investing in Communities £10k
		Targeted campaigns to attract new businesses and encourage more business start ups	<b>6b</b> Increase the total value of contracts awarded to Colchester businesses through campaigns and improved signposting by £2m	Nigel Myers	<b>Achieved:</b> £3.5m of contracts awarded as a direct result of the Colchester Business Directory campaign. The Directory is distributed to over 2000 businesses and decision makers (hard copy, CD, via website).	
			<b>6c</b> 5 new businesses, 50 new employees to be established as a result of targeted campaigns	Nigel Myers	<b>Achieved</b> - Targeted campaigns and events by the Enterprise team have resulted in the creation of 11 new businesses and 73 new employees in Colchester	

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	<b>6d</b> 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	<b>Achieved:</b> - Volume of enquiries handled by the Enterprise team:  Direct to CBC - 611 via Business Link - 3482 Total enquiries – <b>4093</b>  Enquiries converted into confirmed actions/outcomes – <b>2210</b> (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><b>7a</b> Achieve 10% of applications submitted on line</p> <p><b>7b</b> Achieve 20% of all planning consultations undertaken by electronic means</p> <p><b>7c</b> Meet Pendleton Criteria as updated March 2007</p>	<p>PFH Planning &amp; Regeneration Nicola George</p> <p>Nicola George</p> <p>Nicola George</p>	<p><b>Not achieved</b> 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><b>Not achieved</b> 11.3% consultations received electronically. Again, promotional activities delayed pending changes to software.</p> <p><b>Not achieved</b> 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
<b>key aims</b>	<b>outcomes</b>					
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.	<b>7d</b> Maintain nil complaints upheld by Ombudsman  <b>7e</b> 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	<b>Achieved</b> No complaints upheld.  <b>Overall figure 67% but since January the resolution has been above 70%</b>  <b>Not achieved.</b> 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	<b>7f</b> Local development scheme timetable met	PFH Planning & Regeneration Karen Syrett	<b>Achieved</b> – 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	<b>Achieved</b> – the Core Strategy was submitted to the Government Office and Planning Inspectorate on 19 November 2007.	
N1				7h Initial consultation undertaken for Site Allocations and Development Policies (DPD's).	Karen Syrett	<b>Achieved</b> – 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><b>8a</b> Reduction in waste generated per resident by 2% [BVP184a]</p> <p><b>8b</b> Increase in the amount of waste which is recycled and composted from 31% to 33% [BVP182 a&amp;b]</p>	PFH Culture & Environment Chris Dowsing/ Dave McManus	<p><b>Achieved (both)</b></p> <ul style="list-style-type: none"> <li>▪ <b>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</b></li> <li>▪ <b>BVP182 a &amp; 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]</b></li> <li>▪ 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.</li> <li>▪ 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"> <li>- behaviour change</li> <li>- increased opportunities to reduce, reuse and recycle</li> </ul> </li> </ul>	

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><b>key aims</b></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><b>As 8a and 8b cont</b></p>	<p>PFH Culture &amp; Environment Chris Dowsing/ Dave McManus</p>	<p>- joint working</p> <ul style="list-style-type: none"> <li>▪ 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.</li> <li>▪ 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.</li> </ul>	

Reducing and recycling waste - continued

2006 - 2009		actions by March 2008	target by March 2008	PFH & Lead Officer	progress	any sources of new funding
<b>Key aims</b>	<b>outcomes</b>	<b>actions by March 2008</b>	<b>target by March 2008</b>	<b>PFH &amp; Lead Officer</b>	<b>progress</b>	<b>any sources of new funding</b>
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	<b>8c</b> Adoption of the joint waste strategy for Essex <i>(NB target delivery largely dependant on ECC)</i>	PFH Culture & Environment Chris Dowsing	<b>Not Achieved</b> 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	<b>8d</b> 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	<b>Not Achieved</b> . 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	<b>8d cont...</b> 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><b>9a</b> 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><b>9b</b> One parish council offering access to CBC information via the website.</p>	PFH Customer Service & Sustainability Leonie Rathbone / Sally Harrington  Leonie Rathbone / Sally Harrington	<p><b>Not Achieved.</b> Due to ECC restructure Library meeting to agree roll out to all libraries delayed until 14 April 2008.</p> <p><b>Achieved.</b> 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><b>9c</b> 50% of town and parish councils to have a community plan under preparation</p>	PFH Planning and Regeneration  Karen Syrett	<p><b>Achieved.</b> 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><b>Key aims</b></p> <p>Introduce programme for town and parish councils to secure greater involvement in local service delivery.</p>	<p><b>outcomes</b></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><b>9d</b> 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><b>Achieved.</b> 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 &amp; Tendring Drug and Alcohol Reference Group</p> <p>To reduce re-offending by 20 prolific drug users by a minimum of 60%</p>	<p><b>10a</b> 18.5% reduction in crime achieved from 2005 levels by March 2008. <i>(N.B. target dependant on external partners)</i></p> <p><b>10b</b> 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><b>10c</b> '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><b>Not achieved:</b> The Colchester CDRP has achieved an average reduction in crime of <b>17.6%</b> 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><b>Achieved:</b> 82% of milestones in the Drug &amp; Alcohol plan on target.</p> <p><b>Achieved:</b> 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><b>10d</b> SMART Action Plans developed for 15 NAP's delivering tangible crime reduction outcomes.</p> <p><b>10e</b> Information about each NAP, their Action Plan and who to contact made available via Crime Partnership, CBC and Police websites.</p> <p><b>10f</b> Four NAP articles funded and published in Courier magazine</p> <p><b>10g</b> 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><b>Achieved:</b> 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><b>Achieved:</b> Information available through post code search facility via: <a href="http://www.essex.police.uk">http://www.essex.police.uk</a> or through <a href="http://www.colchester-community-safety.org.uk/">http://www.colchester-community-safety.org.uk/</a></p> <p><b>Achieved.</b> Four articles published in the Courier magazine during 07-08.</p> <p><b>Not Achieved:</b> 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
<p><b>key aims</b></p> <p>Highlight the work we do with our partners to achieve the joint action plan.</p>	<p><b>outcomes</b></p> <p>People are clearer about what we are planning to achieve.</p>	<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><b>10h</b> 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><b>Achieved:</b> 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>	

## 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.	<b>11a</b> 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	<b>Not Achieved.</b> 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.	<b>11b</b> 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	<b>Not achieved</b> 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><b>11c</b> Establish clear objectives for the Travel Plan Club and its expansion. <i>(NB delivery of target dependant on 2020 partners)</i></p> <p><b>11d</b> 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 &amp; Regeneration Emily Harrup</p> <p>Emily Harrup</p>	<p><b>Achieved</b> 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><b>Not Achieved</b> 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	<b>11e</b> Agreed response submitted to ECC And delivery strategy adopted  <b>11f</b> 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	<b>Not Achieved</b> Continue to work with ECC through 5-aside meetings to develop short term measures around the Albert and Colne Bank roundabouts and North Station  <b>Not Achieved</b> 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		actions by March 2008	target by March 2008	PFH & Lead Officer	progress	any sources of new funding
<b>key aims</b>	<b>outcomes</b>	<p>Use accessibility planning to aid decision making on the location of development in the LDF.</p> <p>Adopt East Colchester masterplan with accepted transport plan</p>	<p><b>11g</b> To have approved transport and accessibility policies as part of LDF.</p> <p><b>11h</b> Transport section adopted.</p>	<p>PFH Planning &amp; Regeneration Paul Wilkinson</p> <p>Paul Wilkinson</p>	<p><b>Achieved</b> Policies approved by LDF Panel – Oct 07. Continued partnership working to develop supporting information and documents for policies for LDF examination – June 08.</p> <p><b>Achieved</b> 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.</p>	
<p>Accessibility planning.</p>	<p>Better location and land use policies. Identification of shortfalls in the provision of public transport, walking and cycling routes.</p>					

## 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	<b>12a</b> Strategy submitted  <b>12b</b> Strategy group meeting and performance monitoring CYPSP Plan	PFH Neighbourhoods Bob Penny  Gareth Mitchell	<b>Achieved.</b> Colchester Play Strategy completed and adopted - Big Lottery application submitted and release of funding confirmed from 1 April 2008  <b>Achieved.</b> 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	<b>12c</b> To be on target with the 07/8 milestones in the Colchester CYPSP Plan ( <i>NB target delivery dependant on partners</i> )	Gareth Mitchell	<b>Not Achieved</b> - 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		outcomes	Actions by Mar 08	Target by Mar 08	PFH & Lead Officer	progress	Any sources of new funding
Key aims	Enhance the travel concession scheme for people who are older or have a disability.	Offer alternatives to car use and promote public transport.	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.	12d To implement the national concessionary travel scheme, with any changes to the discretionary element agreed by the portfolio holder.	PFH Resources Peter Evans	<p><b>Achieved.</b> 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 31<sup>st</sup> 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	<b>13a</b> Start on site July 2007. Works on schedule to agreed contract	PFH Planning & Regeneration Steve Clarke	<b>Achieved.</b> 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.	<b>13b</b> Completion of roads and services Mar 2008	PFH Planning & Regeneration Steve Clarke	<b>Achieved</b> (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.	<b>13c</b> Start on site	PFH Planning & Regeneration Howard Davies	<b>Achieved.</b> 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	<b>13d</b> Developer identified and working relationship established. Confirmation of junction build programme.	PFH Planning & Regeneration Steve Clarke	<b>Not Achieved.</b> Sale by English Partnerships fallen through due to credit crunch.	Developer funded

**Renaissance continued**

<b>2006-2009</b>		<b>outcomes</b>	<b>Actions by Mar 08</b>	<b>Target by Mar 08</b>	<b>PFH &amp; Lead Officer</b>	<b>progress</b>	<b>Any sources of new funding</b>
<b>Key aims</b>							
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.	<b>13e</b> 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	<b>Not Achieved.</b> 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	<b>13f</b> Funding Bids to attempt to close the funding gap submitted	PFH Planning & Regeneration Jim Leask/Steve Clarke	<b>Achieved.</b> 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	<b>13g</b> Obtain all necessary consents and achieve completion of river wall repairs and further paving/public realm works.	PFH Planning & Regeneration Steve Clarke	<b>Achieved.</b> 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.	<b>13h</b> Reports completed and costs identified.	PFH Planning & Regeneration Steve Clarke	<b>Achieved.</b> 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	<b>Not achieved.</b> 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	<b>Not achieved.</b> 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	<b>Achieved.</b> 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	<b>Achieved.</b> 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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Colchester

## Cabinet

9 July 2008

Item

**8a**

<b>Report of</b>	<b>Head of Financial Services</b>	<b>Author</b>	<b>Sean Plummer</b>
			<b>☎ 282347</b>
<b>Title</b>	<b>2009/10 Budget Strategy, Medium Term Financial Forecast and Budget Timetable</b>		
<b>Wards affected</b>	Not applicable		

**This report asks Cabinet to note:**

- **The current financial position for the financial years 2007/08 and 2008/09**
- **The budget forecast and timetable for the 2009/10 budget**
- **An updated Medium Term Forecast for the period to 31 March 2011**
- **An update of the Revenue Balances and Capital Programme**

**And asks Cabinet to approve:**

- **Contribution to reserves**
- **Funding for a number of budget pressures**
- **The release of funding for capital projects**

### **1. Decisions Required**

- 1.1. To note the pre-audit outturn position for the financial year 2007/08 and approve contributions of £250k to the Renewals and Repairs Reserve, £130k to the Regeneration Reserve and £100k contribution to the capital expenditure reserve for opportunity purchases and funding of items set out at paragraph 3.2.
- 1.2 To note the budget forecast, approach and timetable for the preparation of the 2009/10 budget.
- 1.3 To note the updated Medium Term Financial Forecast for the period to 31 March 2011 as set out at Appendix A.
- 1.4 To note the latest position in respect of the Capital Programme and agree to the proposed funding changes and release of funding as set out at paragraph 7

### **2. Reasons for Decisions**

- 2.1 The Council is required to approve a financial strategy and timetable in respect of the financial year 2009/10 and a Medium Term Financial Forecast for the two subsequent financial years.



### 3. Financial Overview 2007/08 and 2008/09

#### 3.1 *Financial Year 2007/08*

The Pre-Audit Outturn report for the year to 31 March 2008 has been presented to the Finance and Audit Scrutiny Panel (FASP) on 30 June 2008. A draft Statement of Accounts was considered by the Accounts and Regulatory Committee on the same day.

- 3.2. The overall position shows a net underspend on budgets of £1,428k after allowing for a number of agreed carry forward items. This position is primarily as a result of additional income and can be attributed to additional LABGI (Local Authority Business Growth Incentive) grant together with additional income from investment interest. As a consequence this will allow the Council to strengthen its reserves and provisions and to provide for a number of emerging budget items. In summary, the following actions are recommended:

#### ***Strengthening Reserves:-***

- The budget for 2008/09 assumed a contribution from balances of £450k to support the revenue budget whilst still preserving balances at the agreed prudent level.
- £250k contribution to the Repairs and Renewals Reserve, towards the cost of the five-year buildings maintenance programme.
- A contribution of £130k to the Regeneration Reserve to finance non-recurring expenditure during the key period the regeneration areas are being developed. Any spending from the Reserve will continue to be approved through normal reporting channels.
- £100k contribution to the capital expenditure reserve for opportunity purchases.

#### ***Funding emerging pressures:-***

- £100k towards an extended operating times for the Concessionary Fares scheme subject to Portfolio Holder decision the scheme hours will be from 9:00 to midnight.
- £85k of the LABGI grant to fund economic development initiatives.
- £15k of the LABGI grant to support the SOS bus initiative.
- £70k to fund one off costs to enable services to deliver efficiencies and generate income.
- £55k to fund ongoing work and existing commitments such as Diversity work, tree replacement, Strategic Plan consultation, and sustainability projects.

- 3.3. Based on the recommendations at paragraph 3.2 a net underspend of £173k will be added to General Fund balances. This is reflected in section 6 of this report.

#### 3.4 *Financial Year 2008/09*

Although it is early in the financial year to report on the overall position of the 2008/09 budget, it should be recognised that the budget included a number of challenging savings targets. At this early stage, the budget is in balance but careful monitoring will be required to ensure no overall overspending is incurred.

#### 4. Budget Forecast for 2009/10

4.1 Appendix A sets out a budget forecast for 2009/10 and a Medium Term Financial Forecast for the subsequent two years including the key assumptions. The current forecast budget gap for 2009/10 is £595k, summarised below:-

	<b>2009/10</b>
	<b>£'000</b>
<i>Base Budget</i>	23,998
Less: One-off items	(807)
Cost Pressures	348
Inflation	740
Growth Items	57
Savings / income	(168)
<b>Forecast Base Budget</b>	<b>24,168</b>
<i>Funded By:</i>	
Government Grant	(12,681)
Council Tax	(10,299)
Collection Fund Surplus	(60)
Use of Reserves	(533)
<b>Total Funding</b>	<b>(23,573)</b>
<b>Budget Gap before additional savings</b>	<b>595</b>

4.2 The key assumptions in respect of the 2009/10 forecast are:

- Additional cost pressures total £348k and includes provision of £148k for additional pension fund contributions as part of the most recent pension fund review and an allowance of £100k in respect of a potential increase in the costs of the concessionary fares scheme
- Inflation has been allowed for at 2.9% and this forecast will be reviewed as the budget cycle develops with consideration given to different rates for different budgets and current market forecasts.
- Strategic and service related growth has been assessed at £57k in respect of changes to the net revenue impact of the community stadium and costs included in the review of Planning, Protection and Licensing.
- Forecast Revenue Support Grant has been assessed based on the 3 year grant settlement announced as part of the Comprehensive Spending Review 07.
- An increase in Council Tax of 2.9% (in line with the increase applied in 2008/09) has been included together with an increase in the Council Tax Base (the equivalent number of Band D properties) of 2%. These assumptions will need to be reviewed as the 2009/10 Budget process progresses.

4.3 There are a number of significant budget risks that may affect the 09/10 budget process and these are set out within Appendix A. The risks include items that could be positive to

the budget forecast as well as negative. The current list of risks will be monitored throughout the budget process.

- 4.4. In summary there is a forecast budget gap of circa £595k. However, given the level of risks it is possible that further savings will be required to produce a balanced budget.

#### **Delivering the 2009/10 Budget**

- 4.5. The Council's approach to the budget is that it is primarily driven by the Strategic Plan. We have adopted a number of different ways to identify savings or additional income to support Strategic Plan priorities and to meet a number of substantial cost pressures. The strategy for 08/09 was based upon

- Setting each service an efficiency target
- Carrying out targeted budget review of agreed areas
- Reviewing our approach of setting cross cutting savings targets (e.g. procurement and staff costs)
- Consideration of income charging options

- 4.6. For 2009/10 it is proposed to build on these approaches but to also make a number of improvements to the process.

- 4.7. Appendix B sets out diagrammatically the four main stages of the budget process:-

- *Stage 1 - Planning & Priorities (overview, assumptions & timetable)*
- *Stage 2 – Detailed Review, Challenge and Decisions (focused detailed review work)*
- *Stage 3 - Detailed budgets and Scrutiny (including consultation)*
- *Stage 4 - Final Report and Medium Term view (final decision-making and balanced longer term plans)*

At the centre of this process is the development of the Strategic Plan which the budget will need to reflect and address the resulting financial implications.

- 4.8. Commentary on the four stages of the process is also set out at Appendix B along with a summary timetable.

- 4.9. The Council's approach to budgets has always been to consider the longer-term impact of decisions. The budget process for 2009/10 will build on this by recognising that some service changes (reductions, income and growth) will often be delivered over a period longer than a year.

#### **Housing Revenue Account (HRA)**

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

## **5. Medium Term Financial Forecast**

- 5.1. The Medium Term Financial Forecast (MTFF), as set out at Appendix A, shows a potential budget gap of £1.5m by 2011/12, an annual increase of circa £0.6m. The key factors affecting the budget gap in later years are:-
- Reducing use of Capital Expenditure Reserve to contribute towards accommodation costs
  - Increasing pensions costs (based on actuarial review)
- 5.2. The forecast needs to be viewed alongside the level of significant risks and uncertainty regarding a number of key factors that will impact on Council's finances in the medium term. Most of the key risks outlined in the MTFF could result in recurring cost pressures for the Council. This will require recurring cost savings or additional income to be identified to minimise the escalation of these pressures.
- 5.3. The MTFF does also show that the Council continues to hold reserves and balances to support the Council's budgets. The position on these reserves will be reviewed during the year as the 2009/10 budget progresses.
- 5.4. In summary the MTFF sets out what is likely to continue to be a challenging financial outlook. The budget process needs to establish that the Council's spending plans, in the medium term, are affordable and can be prudently financed.

## **6. Revenue Balances**

- 6.1 Following completion of the final accounts for the year to 31 March 2008, including the action set out within this report at paragraph 3.2, uncommitted revenue balances currently stand at £1.887m. This compares with the approved minimum balance following a risk management review of £1.7m.
- 6.2 At this stage it would appear that revenue balances are £187k in excess of the minimum required and a further risk management review will be undertaken during the budget process to establish what flexibility the Council will have in funding future years' revenue budgets from balances. However, it should be stressed that it would not normally be prudent to finance ongoing spending commitments from a one-off contribution from balances.
- 6.3. The Council also maintains a number of earmarked reserves and provisions, which allows it to prudently plan for future expenditure requirements. These are set out within the MTFF at Appendix A.
- 6.4. As part of the budget process a review will be undertaken into the level and appropriateness of earmarked reserves and provisions.
- 6.5. It is worth noting that with ongoing renaissance projects the level of risks is likely to remain an issue over the next few years and we will consider the impact of this on all our reserves.

## 7. Capital Programme Update

7.1 There are some specific issues affecting the capital programme for Cabinet to consider. However, initially a summary of some of the key points for Cabinet to note in respect of the Capital Programme for the period 2008/09 to 2010/11 are set out below:

- Cabinet approved on 12 March 2008 a release of funds totalling £2,998k.
- Some resources have been released to support decent homes spend in line with the report to Cabinet on 21 May 2008.
- In total overall resources exceed the capital programme by circa £250k.
- A further review of the capital programme is scheduled to take place at the September Cabinet meeting.
- The Council's current Capital Programme remains funded based on current capital receipt projections
- The report to FASP on 30 June 2008 showed a general underspend on the funded programme of £87.8k.
- The firstsite:newsite project is currently projected to be over budget and over time
- There remain a number of other risks and pressures within the capital programme.

7.2. Against this position there are three specific issues to consider:-

- Community Stadium project
- Request for release of funding for Life Chances projects
- Consideration of Local Authority Carbon Management (LACM) funding

### *Community Stadium*

7.3. The building contract with Barr was let on a design and build basis. While this had a fixed price the Council has retained some exposure to risk, for example, in securing approval from the Safety Advisory Group (SAG) which issues the certificates necessary to open the new facility for League football matches. The Council (and the Club) has also opted to make changes as the design details have developed to improve the quality of the finished product. These change orders fall into four main categories:

- Club changes – changes requested by the Club to improve functionality. The Club will pay for all these changes.
- Sustainability measures - considered and agreed by choice by Cabinet on 17 October 2007 to improve the building's sustainability
- Bus facilities and adoption of Boxted Road access – here significant changes have been made to the tendered design due to subsequent planning requirements and a desire to maximise the potential of this facility for public transport at this location eg to support the temporary park and ride. The changes now mean that the Council is getting a 10 bay bus station and formal adoption of the through route as a public highway
- Expenditure on general unforeseen items i.e. genuine contingency costs

- 7.4. In terms of resources, after taking into account agreed payments that will come from the Club and the further £500,000 released by Cabinet on 17 October 2007 there is a net shortfall in funding of between £260,000 and £410,000 depending upon the outcome of the risk issues identified. It is proposed that this is funded from the budget available to support Park and Ride.

*Life Chances – release of funding*

- 7.5. £135k is provided within the capital programme to enable the Council to support work in improving life chances. A number of potential projects have been identified and it is proposed that £70k is released from this budget to enable the relevant Portfolio Holder to agree the detailed schemes. One of the proposed projects to be supported is the £20k towards the SOS bus scheme. As this report set out earlier a further £15k towards the one off capital cost of this scheme is also proposed from last year's revenue budget surplus.

*Local Authority Carbon Management (LACM)*

- 7.6. Cabinet agreed to adopt the Council's Local Authority Carbon Management Strategy at the meeting on 12 March 2008. This included a series of projects for the Phase1 of the programme. The financial implications of the programme were set out within the report and this highlighted that whilst funding was available for some projects the Council would need to consider including funding shortfalls within the capital programme and revenue budget.
- 7.7. The proposals at paragraph 3.2 includes a contribution towards some of the smaller projects in Phase 1 but there remains a shortfall of capital funding. The previous report to Cabinet identified that the option of using Salix Funding via the Carbon Trust would be explored. This would be an interest free loan but would also include a number of lending criteria which may prove restricting for the Council in implementing projects. An alternative solution could be for the Council to consider using our prudential borrowing powers to borrow to finance capital projects with the financial savings from improved energy efficiency use to fund financing costs.
- 7.8. It is proposed that the different options be explored in detail and a suggested approach put forward to Cabinet in September alongside the full review of the capital programme.

## **8. Strategic Plan References**

- 8.1 The 2009/10 budget and the Medium Term Financial Forecast will be underpinned by the Strategic Plan priorities.

## **9. Financial implications**

- 9.1 As set out in the report.

## **10. Risk Management Implications**

- 10.1 As set out in report.

## **11. Consultation**

- 11.1. The Council is required to consult on its budget proposals. A major consultation exercise was undertaken in 2005/06 as part of Strategic Plan refresh which is the key driver for the budget.

11.2 A review of the Strategic Plan is due to take place this Summer and will include consultation. This work will help to inform the Strategic Plan and the Council's priorities which will in turn be reflected in budget decisions. In addition, this consultation will include specific consideration of budget proposals.

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

## **12. Other Standard References**

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

### **Background Papers**

Finance & Audit Scrutiny Panel Report – 30 June 2008

**Medium Term Financial Forecast  
2008/09 – 2011/12**

## 1. Introduction

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

- A summary of the 2008/09 budget including an analysis of all service budgets
- The budget forecast for next three years including current cost pressures, growth items and assumptions regarding use of reserves.
- A list of key risk items for 2009/10 and beyond
- The current position on Council General Fund balances including the risk assessment for 2008/09
- The current position on all other reserves and balances

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

## 2. 2008/09 Budget

Colchester's total net revenue budget for 2008/09 is **£24 million**.

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

	<b>£'000</b>
Net Budget	23,998
Funded by:	
Government Grant	12,385 (51%)
Council Taxpayers	9,812 (41%)
Collection Fund Surplus	135 ( 1%)
Use of Balances / Reserves	1,666 ( 7%)
	<b>23,998</b>

The following table sets out a summary of the 2008/09 budget including changes made from the previous year.



## 2008/09 Summary Budget

Service / Area	Adj. Base Budget	Inflation	Base + Inflation	One-off items	Cost Pressures	Growth	Total Savings	Detailed Budgets
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Corporate & Democratic Core	283.9	5.7	289.6	0.0	30.6	0.0	2.7	322.9
ICT	2,068.0	42.9	2,110.9	0.0	0.4	0.0	(68.0)	2,043.3
EMT	816.2	21.5	837.7	0.0	20.6	50.0	(3.0)	905.3
Corporate	4,242.3	106.6	4,348.9	0.0	115.0	51.0	(49.0)	4,465.9
Customer Service Centre	1,059.4	30.6	1,090.0	0.0	0.2	0.0	(42.0)	1,048.2
Enterprise & Communities (incl. Renaissance)	244.5	57.3	301.8	(187.0)	53.5	216.0	(198.0)	186.3
Financial	4,365.9	143.6	4,509.5	0.0	700.8	0.0	(597.5)	4,612.8
Housing & Environmental Planning, Protection & Licensing	1,635.9	53.6	1,689.5	0.0	0.5	447.0	(322.0)	1,815.0
Street & Leisure	7,147.7	220.1	7,367.8	0.0	253.2	147.0	(275.0)	7,493.0
<b>TOTAL SERVICES</b>	<b>24,372.8</b>	<b>755.0</b>	<b>25,127.8</b>	<b>(187.0)</b>	<b>1,259.2</b>	<b>988.0</b>	<b>(1,596.8)</b>	<b>25,591.2</b>
<b>Corporate / Technical Items</b>								
Procurement Savings	(127.4)	0.0	(127.4)	0.0	0.0	0.0	(100.0)	(227.4)
Support Services	(65.0)	0.0	(65.0)	0.0	0.0	0.0	16.8	(48.2)
Advertising	(170.0)	0.0	(170.0)	0.0	0.0	0.0	100.0	(70.0)
LABGI	(110.0)	0.0	(110.0)	0.0	110.0	0.0	0.0	0.0
Grants to Parish Councils	202.0	0.0	202.0	0.0	0.0	0.0	0.0	202.0
CLIA (net interest )	(879.0)	0.0	(879.0)	0.0	0.0	0.0	(300.0)	(1,179.0)
Min Revenue Provision (MRP)	11.0	0.0	11.0	0.0	93.4	300.0	0.0	404.4
Pensions	1,906.2	0.0	1,906.2	0.0	195.0	0.0	0.0	2,101.2
Provision for one-off costs	0.0	0.0	0.0	0.0	0.0	0.0	165.0	165.0
ECC - Second Homes	(112.0)	0.0	(112.0)	0.0	(12.0)	0.0	0.0	(124.0)
Heritage Reserve	22.0	0.0	22.0	0.0	0.0	0.0	0.0	22.0
Regeneration Reserve	110.0	0.0	110.0	(110.0)	0.0	50.0	0.0	50.0
GF / HRA								
Adjustment	(2,352.1)	(93.8)	(2,445.9)	0.0	62.4	0.0	10.0	(2,373.5)
Pay Savings	(500.0)	(15.0)	(515.0)	0.0	0.0	0.0	0.0	(515.0)
<b>Total Corporate / Technical items</b>	<b>(2,064.3)</b>	<b>(108.8)</b>	<b>(2,173.1)</b>	<b>(110.0)</b>	<b>448.8</b>	<b>350.0</b>	<b>(108.2)</b>	<b>(1,592.5)</b>
<b>Total</b>	<b>22,308.5</b>	<b>646.2</b>	<b>22,954.7</b>	<b>(297.0)</b>	<b>1,708.0</b>	<b>1,338.0</b>	<b>(1,705.0)</b>	<b>23,998.7</b>
<b>Funded by:-</b>								
General Reserves	(215.0)	0.0	(215.0)	215.0	(142.0)	(300.0)	(165.0)	(607.0)
Capital Expenditure Reserve	(400.0)	0.0	(400.0)	0.0	0.0	(351.0)	0.0	(751.0)
Regeneration Reserve	(297.0)	0.0	(297.0)	297.0	(62.0)	(216.0)	0.0	(278.0)
Regeneration Reserve (other)	(35.0)	0.0	(35.0)	35.0	0.0	0.0	0.0	0.0
Other Reserves-s.106 monitoring	0.0	0.0	0.0	0.0	0.0	(30.0)	0.0	(30.0)
RSG & NNDR	(11,948.0)	0.0	(11,948.0)	0.0	0.0	0.0	(437.0)	(12,385.0)
Council Tax	(9,353.0)	0.0	(9,353.0)	0.0	0.0	0.0	(459.7)	(9,812.7)
Collection Fund								
Transfer	(60.0)	0.0	(60.0)	0.0	0.0	0.0	(75.0)	(135.0)
<b>Total</b>	<b>(22,308.0)</b>	<b>0.0</b>	<b>(22,308.0)</b>	<b>547.0</b>	<b>(204.0)</b>	<b>(897.0)</b>	<b>(1,136.7)</b>	<b>(23,998.7)</b>

### 3. Budget Forecast 2008/09 to 2011/12

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

<b>Medium Term Financial Forecast</b>				
<b>2008/09 to 2011/12</b>				
	<b>2008/09</b>	<b>2009/10</b>	<b>2010/11</b>	<b>2011/12</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Base Budget</b>	22,308	23,998	24,168	25,298
Remove one-off items	(297)	(807)	(71)	(150)
Cost Pressures	1,708	348	432	210
Inflation	646	740	740	740
Growth Items	1,610	57	59	(11)
Savings	(1,439)	(155)	(15)	0
Gov't Grant - Conces. Fares	(538)	(13)	(15)	
<b>Forecast Base Budget</b>	<b>23,998</b>	<b>24,168</b>	<b>25,298</b>	<b>26,087</b>
Government Grant	(12,385)	(12,681)	(12,911)	(12,911)
Council Tax	(9,812)	(10,299)	(10,810)	(11,324)
Collection Fund Surplus	(135)	(60)	(40)	(40)
Use of Reserves	(1,666)	(533)	(296)	(285)
<b>Total Funding</b>	<b>(23,998)</b>	<b>(23,573)</b>	<b>(24,057)</b>	<b>(24,560)</b>
<b>Budget (surplus) / gap before changes (cumulative)</b>	<b>0</b>	<b>595</b>	<b>1,241</b>	<b>1,527</b>
<b>Annual increase</b>		<b>595</b>	<b>646</b>	<b>286</b>

#### Key Assumptions

Inflation - Average 2.9%

Gov't Grant – Increase in line with 3 year settlement. As an initial assessment, the grant for 2010/11 assumed to be at a cash standstill.

Council Tax – 2.9% increase + 2% increase in tax base assumed for 09/10 and future years

Pensions forecast in-line with Actuarial review for 08/09, 09/10 & 10/11. Next review will impact in 11/12 and a planning assumption of £100k has been assumed.

#### Cost Pressures

Pensions	190	148	154	100
MRP (Minimum Revenue Provision)	95	100	13	10
Concessionary Fares	700	100	100	100
Core Strategy Examination <b>(one-off)</b>	86		150	
NNDR-Empty Rates <b>(one-off)</b>	62			
Strategic Plan <b>(one-off)</b>	20			
Best Value Surveys <b>(one-off)</b>	15		15	
Loss of Magistrates Court Income	30			
Members Allowances	70			
End of LABGI scheme <i>(note: new scheme from 09/10)</i>	110			
Impact of car park charges / usage	250			
General Fund / HRA impact	50			
Additional external audit fees	30			
<b>Total</b>	<b>1,708</b>	<b>348</b>	<b>432</b>	<b>210</b>

<b>Growth Items</b>				
PDG <b>(one-off through use of grant rec'd in 07/08)</b>	170	0	0	
Planning, Protection & Licensing (P, P & L) Review <b>(incl. one-off)</b>	354	80	70	
Community Stadium – MRP (offset by use of reserves)	300	(23)	(11)	(11)
Colne Estuary & Coastal P'Ships	5			
Colchester Festival	80			
Partnership Working - Braintree	50			
Provision of recycling sacks	142			
Provision for regeneration costs <b>(one off)</b>	50			
ICT Strategy (project support + IT training) <b>(partly one off)</b>	51			
Christmas lights	50			
Investment in recycling / street cleaning	192			
Renaissance Team – Resources <b>(one-off)</b>	166			
<b>Total</b>	<b>1,610</b>	<b>57</b>	<b>59</b>	<b>(11)</b>

<b>Savings / additional Income</b>				
Efficiency Targets	238			
Procurement	100			
Advertising	(100)			
Specific Savings	484			
P, P & L Review - Increased planning income	310	75	15	
Borough Elections <b>(one-off)</b>		80		
Increase in recycling credits	100			
ECC contr'n towards recycling	172			
CLIA (net interest)	300			
Less: one off costs to deliver budget <b>(one-off)</b>	(165)			
<b>Total</b>	<b>1,439</b>	<b>155</b>	<b>15</b>	<b>0</b>

<b>Use of Reserves</b>				
Balances	607			
S106 monitoring reserve	30	30	30	30
Regeneration Reserve	278			
Capital Expenditure Reserve:-				
Accommodation	400	205	0	0
Community Stadium	300	277	266	255
ICT Strategy	51	21		
<b>Total</b>	<b>1,666</b>	<b>533</b>	<b>296</b>	<b>285</b>

#### 4. Risk Areas / Uncertainty

There are several key risk areas or areas where the outcome is uncertain which will impact on the 2009/10 budget forecast and potentially in later years. The main areas are:-

Ref	Risk / Area of uncertainty	
1	<i>White paper – Strong and prosperous communities</i>	The White Paper set out a number of important financial issues for the Council. These include responding to the proposals concerning communities, neighbourhoods and place-shaping and the impact of the new performance management framework and proposals around efficiency. The latter includes ambitious targets for efficiency savings (3% cashable savings over the next three years) and involving greater collaboration and partnership working.
2	<i>Government Grant and the Comprehensive Spending Review 07 (CSR07)</i>	Details of the CSR07 were announced last year alongside a 3-year grant settlement. The grant Settlement for the last 2 years in this period (09/10 and 10/11) shows an increase of 2.4% and 1.8% respectively. Our housing target to achieve is 17,100 by 2021 and we are currently the highest district housing producer in the region on an annual basis. This requires a grant settlement that allows us the funding needed to provide basic services. The reducing Settlement will place pressures on Council budgets.
3	<i>Pensions</i>	An allowance has been built in for increases in pensions costs based on the results of the recent actuarial review and therefore are fixed for the next two years.
4	<i>Concessionary Fares</i>	The budget for 2008/09 includes a cost pressure of £700k in respect of concessionary fares. This has been partly offset by Government grant of £538k for the extension to a national scheme. The Government has announced grant support for the following two years of £551k and £566k. The service is demand led and therefore costs are uncertain and therefore there remains a risk that with grant details already fixed we may face a funding shortfall.
5	<i>Fees and charges / Income</i>	As has been seen in the past few years we have experienced pressures arising from changes in income levels. In 2007/08 we have experienced forecast shortfalls in income in respect of sport and leisure income and car park revenue (on and off street). This has been considered as part of the 2008/09 budget but remains a risk that we will monitor next year. In addition, as part of the 2008/09 budget revised assumptions were included in respect of recycling credits and which will again be closely monitored. The budget strategy for 09/10 includes a review of all fees and charges.
6	<i>Inflation</i>	An allowance for general inflation has been built into the 09/10 forecast and MTF. This includes an allowance based on pay and other costs as well as an assumed level of increase in fees and charges. In view of current economic conditions we will consider in more detail the level of inflation provision provided as the budget progresses.

Ref	Risk / Area of uncertainty	
7	<i>Use of reserves</i>	The MTFF makes assumptions regarding the use of general reserves and specific reserves. It is assumed that use of reserves is in line with current proposals and therefore any further calls on these sums may add pressures to the budget.
8	<i>Legislation</i>	There may be new legislation over the life of the MTFF for which any available funding may not cover costs.
9	<i>Government grants and partnership funding</i>	The Council's budget has changed over recent year's with a greater emphasis on funding from both partner organisations and Government bodies. These funding streams can rarely be guaranteed and can therefore add to our cost pressures. The budget forecast makes an assumption regarding Planning Delivery Grant (PDG) that will be received in 2008/09 and also confirms that there will be no LABGI grant in 2008/09. A revised LABGI scheme is due to start from 2009/10. No assessment has yet been built in to the 2009/10 forecast or MTFF for either LABGI or PDG.
10	<i>Impact of renaissance programme e.g. car park closure and staff resources</i>	As the renaissance programme progresses there will be an impact on income from car park income due to temporary and permanent closure of certain car parks. We are currently using the Regeneration Reserve to meet some staffing costs to provide increased capacity to deliver the renaissance programme. The budget forecast includes funding for 2008/09 to ensure that the team can continue work but no allowance has been provided beyond this.
11	<i>ICT strategy – change programme</i>	The ICT strategy has been updated and it is likely that there will be a number of financial implications arising from changes. This may result in some costs in the short-term leading to longer term savings. This is being examined as part of detailed budget proposals.
12	<i>Property review/building maintenance.</i>	A review of our assets has been carried out and proposals for producing a 5-year Building Repairs and Maintenance Plan. There will be financial implications arising from this for both the revenue budget and capital programme and these have been considered in detail by the council's Property Forum and will be included within the budget forecast for 09/10 and MTFF as the budget progresses.
13	<i>Impact of growth in the Borough</i>	A number of Local Authority services are directly impacted by the increase of population in the Borough, such as waste services, planning, benefits etc. The budget forecast already assumes an increase in the Council Tax base and as part of the budget it will be necessary to consider whether there is a need for additional resources in these or other areas in order to maintain levels of service.
14	<i>Delivery of 08/09 and 09/10 budget savings</i>	We did not achieve all the 2007/08 budget targets. Although targets were adjusted in 2008/09 they remain challenging and we will need to consider the risk to delivering further savings in 09/10.

Ref	Risk / Area of uncertainty	
15	<i>Net earnings</i>	<i>Interest</i>
		The Council's budget includes extra net income of £300k in respect of net interest earnings. The budget is influenced by a number of factors including interest rates and cashflow movements. We will continue to monitor whether the additional income is sustainable in later years as the budget strategy for 09/10 is developed, especially given the current levels of volatility in financial markets.

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

### ***Implementing the Strategic Plan***

The Council has an ambitious agenda in terms of delivering quality services that focus on the needs of our customers and investing in the key major regeneration projects.

As a number of the emerging projects move into implementation and delivery phases there will be revenue implications. A number of these are already included within budgets and the MTFF, however, these will need to be monitored and assessed for any potential changes.

## **5. General Fund Balances – Risk Assessment**

A risk assessment has been undertaken to determine the prudent level of general fund balances as part of the 2008/09 budget process.

### **Background**

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

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

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

	<b>£'000</b>	
31 March 2001	3,558	
31 March 2002	3,024	
31 March 2003	2,559	
31 March 2004	2,639	
31 March 2005	2,193	
31 March 2006	1,997	
31 March 2007	2,708	(includes £902k to support 2007/08 budget
31 March 2008 (previous estimate)	2,128	

### **Risk Assessment 2008/09**

The results of the assessment to inform the 2008/09 budget are summarised in the following table. This showed that the agreed minimum prudent level of balances should be increased to £1.7 million.

Factor	Assessed Risk		
	High £'000	Medium £'000	Low £'000
Cash Flow	900		
Capital (nil given reserves and receipts)			-
Inflation		200	
Investment Income		200	
Trading Activities	100		
Fees & Charges		160	
Emergencies		50	
Benefits			100
New Spending – legal commitments			100
Litigation		200	
Partnerships			100
VAT Exemption Limit			250
Budget Process		200	
Revenue impact of capital schemes			200
Renaissance programme			-
Concessionary fares	100		
Pension Contribution			100
	1,100	1,010	850

	Minimum Provision
High Risk – 100%	1,100
Medium – 50%	505
Low – 10%	85
<b>Sub Total</b>	1,690
Unforeseen Factors – say	10
	1,700

The main issues to mention concerning the assessment are: -

- While the possible requirement to meet capital spending from revenue resources is still recognised as a potential risk the assessment is "nil" because of the current level of funds held in the capital expenditure reserve and the introduction of the Prudential Code.
- Revenue impact of capital schemes. The capital programme includes two major schemes, the Community Stadium and Firstsite. Both projects are subject to a rigorous risk assessment and monitoring. This balances risk assessment exercise is only

concerned with the potential revenue implications and for 2008/09 this has been included as a low risk.

- On the basis of earlier years outturns and current year monitoring particular areas have been identified as potential risk areas for variances: benefits, concessionary fares, various fees income and investment income. These are being regularly reported on as part of the current year monitoring. All of the areas are addressed in the risk assessment.
- The assessment includes the risk that the VAT exemption limit will be exceeded with a consequent loss of recoverable VAT. Regular monitoring and active management of new schemes minimises this risk.
- The concern over the funding of the pension fund is recognised in the assessment. However “risk” is assessed as “low” for 2008/09 because the anticipated increased contributions required have been built into the budget. Further increases will be necessary from 2009/10.

## **Implications**

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

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



## 6. General Fund Balances - Position

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

<b>General Fund Balances Current Position</b>		<b>£'000</b>	<b>£'000</b>
Balance as at 31 March 2008 (As per Statement of Accounts)			3,347
<b>Proposed use of balances during 2008/09:</b>			
• Financing carry forwards			251
• Funds released in 07/08 carry forward to 08/09			227
• Supporting 2008/09 budget:-			
Items included in 08/09 budget	607		
New emerging pressures	325		932
• Earmarked sum for invest to save / generate schemes			50
<b>Projected Balances as at 31 March 2008</b>			<b>1,887</b>
Agreed minimum balance			1,700
<b>Potential Surplus Balances as at 31 March 2009</b>			<b>187</b>

### Note:

- This forecast is on the basis that there are no further calls on balances during 2008/09 and the current year's budget does not overspend.
- The balance at 31 March 2008 reflects the decisions set out in this report at paragraph 3.2.

## 7. Earmarked Reserves and Provisions

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

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

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

## Earmarked Reserves

Reserve	Amount 31/03/07 £'000	Amount 31/03/08 £'000	Comment
Renewals and Repairs (R & R)	3,370	3,565	Maintained for the replacement of plant and equipment and the maintenance of premises. Annual contributions are based upon the estimated renewal or repair cost, spread over the life of the asset. A new building maintenance programme has been developed which forms part of the R & R and the balance shown reflects the additional contribution set out in this report of £250k.
Insurance	509	618	To cover the self-insurance of selected properties. The balance held in reserve is considered to be at an appropriate level. The balance of the fund is split with a proportion specifically identified as a provision against the cost of claims (see provisions).
Capital Expenditure	3,203	3,218	Revenue provision to fund the capital programme. The reserve is fully committed to funding the current capital programme. However actual use of balance is dependent not only on progress of spending on approved capital schemes but also level of other resources, mainly capital receipts, received. £400k per annum (until 2009/10) is being transferred to revenue in respect of accommodation. The transfer in respect of the Community Stadium is expected to commence in 2008/09. The balance also includes the additional contribution set out in this report in respect of opportunity purchases.
Regeneration Reserve	692	665	New reserve created for 2004/05 closure. Balance at March 08 reflects proposed additional contribution to reserve of £130k shown within this report
Regeneration reserve – Business Development	35	0	Reserve utilised in 07/08.
Asset Replacement Reserve	169	35	A reserve for the future replacement of vehicles and plant. Vehicle replacement policy is being reviewed.

<b>Reserve</b>	<b>Amount 31/03/07 £'000</b>	<b>Amount 31/03/08 £'000</b>	<b>Comment</b>
Heritage Reserve	16	9	Maintained to provide funding for the repair, maintenance and continuing development of ancient and historical monuments. Schemes are now being funded through capital programme.
Gosbecks	452	430	Provided under a Section 106 agreement for the provision of an Archaeological Park.
Mercury Theatre	134	154	Provision for the building's long term structural upkeep.
On street parking	113	89	Surplus ringfenced to cover future deficit positions and for transportation schemes subject to ECC agreement.
Hollies Bequest	14	13	Upkeep of open space.
Section 106 monitoring	127	188	Required for future monitoring of Section 106 agreements. The 2008/09 budget includes the use of £30k of this reserve to support the costs of monitoring S106 agreements.
Community Stadium - Loan	35	35	As agreed by Portfolio Holder
	<b>8,869</b>	<b>9,019</b>	

## Provisions

Reserve	Amount 31/03/07 £'000	Amount 31/03/08 £'000	Comment
Insurance	390	323	This element of the fund is specifically set aside as a provision to meet the cost of claims, notably subsidence.
	<b>390</b>	<b>323</b>	

## Budget Process and timetable

### **STAGE 1 – Planning & Priorities**

Set out are three main strands to the process which are described in some more detail below.

#### ***Strand 1: Service Budget Sessions***

To provide an overview of all service areas a summary statement of each service areas will be prepared. For each function within the service this would show:-

- Justification – why is the service delivered (e.g. could include statutory / discretionary),
- Current resources – Budget (direct expenditure, income and net) and staff (fte)
- Performance – current performance / volume indicators
- Cost pressures / Challenges – key issues / risks affecting service delivery
- Opportunities / efficiency / savings – potential savings / efficiency)

#### ***Strand 2: Budget Framework***

This strand of work will pick up the key budget assumptions, position on reserves and balances and consider the ongoing use of corporate budget targets for areas such as procurement and salary savings.

In addition it is proposed to complete a review of the Council's fees and charges. This is partly in response to the Audit Commission's paper on charging ("Positively Charged") but is also in response to a number of questions raised about income and charging as part of the budget strategy in recent years. The intended outcome of this review will be to set out all current charges and charging policies and consideration of further opportunities to introduce new charges.

#### ***Strand 3: Major Service Reviews / Cross Cutting Issues***

This final area of work is designed to ensure that a number of major service reviews, corporate projects or other cross-cutting initiatives are fully recognised in the budget strategy. Looking at the next two years this would include the work with Braintree DC, the ICT Strategy and links with the accommodation review and the strategic waste review. It would also include any major service reviews, for example, the Planning Protection and Licensing review from last year.

#### **Bringing the Strands Together**

The initial outcomes of these three strands of work will need to be considered by Leadership Team. The purpose of this will be to:-

- Agree services / functions for detailed budget review over the next two years
- Agree service / function priority
- Agree list of cost pressures, key risk and budget saving / efficiencies
- Agree key budget assumptions (e.g. Council Tax rate, use of Corporate targets etc)
- Agree timetable / scope of income charging review
- Recognise potential impact of wider corporate reviews such as Braintree, accommodation project etc.

### **STAGE 2 – Detailed Review, Challenge and Internal Scrutiny**

The second stage involves the detailed review of the functions identified in the first stage as priorities.

To begin this part of the process it is proposed that separate teams meet to look in detail at the information for each area. These teams might include:-

- Relevant Portfolio Holder (s)
- Portfolio Holder for Resources
- Leader of the Council / Deputy
- Head of Financial Services
- Executive Director with lead on Finance
- Relevant Head of Service

Once these teams have met officers would work up proposals, including risk analysis, to then feed back first to the team and then to Leadership team for agreement.

At the same time detailed work on main budget assumptions and the charging review will be undertaken.

### **STAGE 3 – Detailed Budgets and Scrutiny**

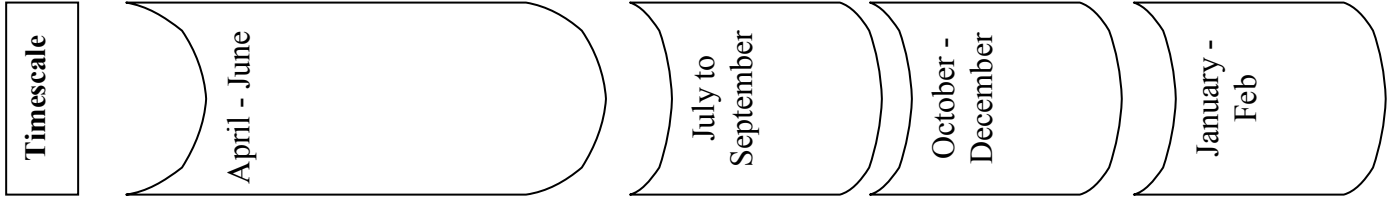
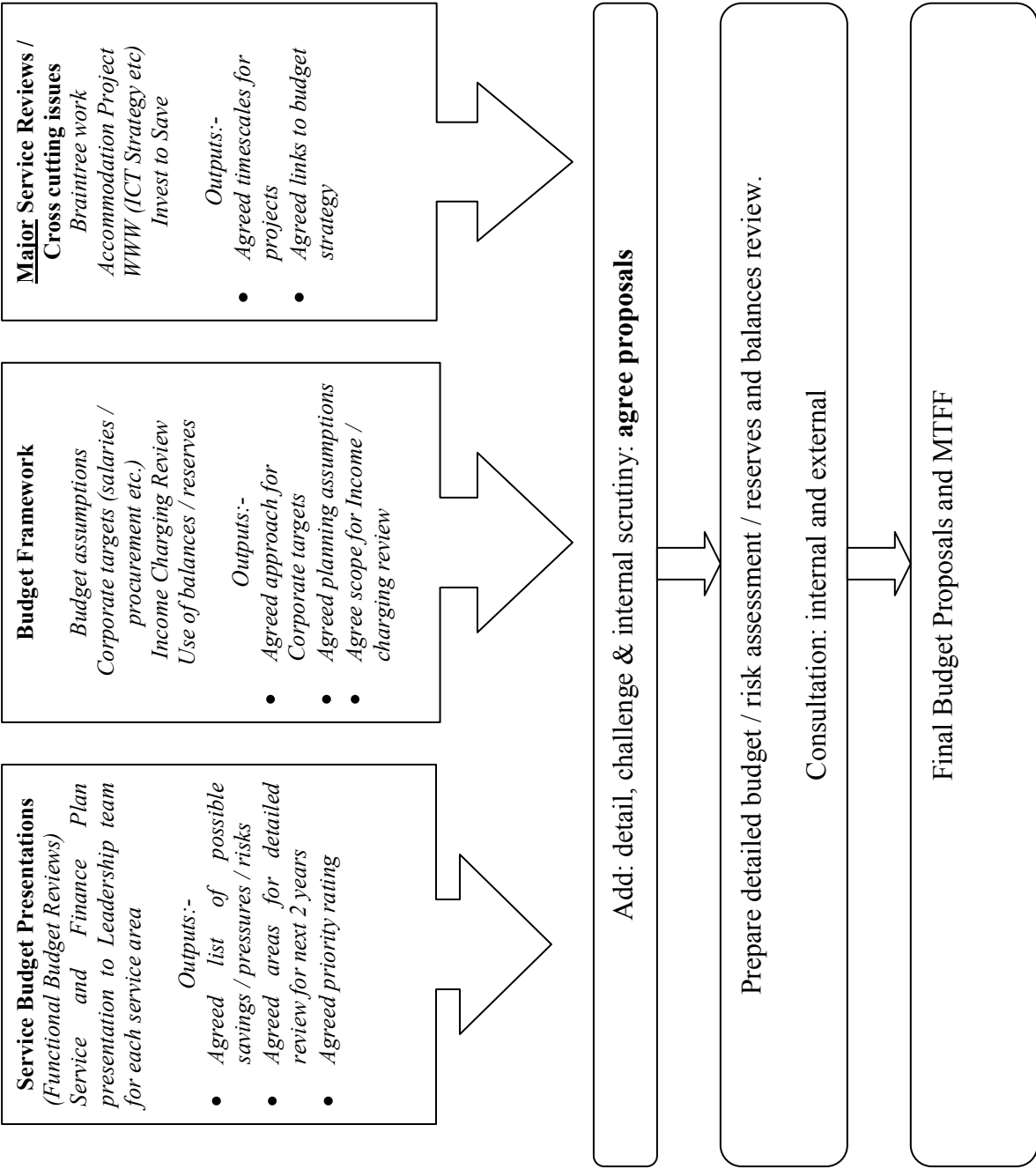
Detailed budgets will be prepared and scrutiny / consultation to take place (linked to Strategic Plan).

Risk assessment of balances and reserves and savings proposals prepared.

### **STAGE 4 – Final Report and Medium Term View**

Final stages of budget process including reporting to Cabinet / Council. Reporting to include ongoing strategy for coming years and medium term financial forecast.

**BUDGET STRATEGY – 2009 - 2011**



<b>2009/10 Budget Timetable</b>	
<b>Budget Strategy April – July 2008</b>	
<b>April – May (SMT)</b>	Update MTFF /Budget Strategy Review cost pressures, growth and risks Consider approach to budget
<b>May - June 08</b>	Service budget summaries considered by Leadership team
<b>Cabinet –9 July 08</b>	<ul style="list-style-type: none"> <li>• Report on updated budget strategy / MTFF</li> <li>• Timetable approved</li> <li>• Approach to consultation outlined</li> </ul>
<b>SOSP – 26 August 08</b>	Review Cabinet report
<b>Detailed Budget preparation and Budget Setting Consultation</b>	
<b><u>Management Team regular sessions on progress / budget options</u></b>	Review progress on efficiencies
<b>Leadership Team (July / August)</b>	<ul style="list-style-type: none"> <li>• Review outcomes of budget reviews and agree and carry out further detailed work</li> </ul>
<b>Cabinet – 10 September 08</b>	<ul style="list-style-type: none"> <li>• Budget Update</li> <li>• Review of capital resources / programme</li> </ul>
<b>Cabinet – 22 October 08</b>	Budget Update (if required)
<b>Cabinet – 2 December 08</b>	<ul style="list-style-type: none"> <li>• Budget update</li> <li>• Reserves and balances</li> <li>• Grant settlement</li> </ul>
<b>FASP – 20 January 09</b>	Review consultation / Budget position
<b>Cabinet – 28 January 09</b>	Revenue and Capital budgets recommended to Council
<b>Council – 18 February 09</b>	Budget agreed / capital programme agreed / Council Tax set

*Timing of consultation to be included within process when agreed (likely to be September / October)*

*Leadership Team to review budget progress during year.*



9<sup>th</sup> July 2008.

<b>Report of</b>	<b>Head of Housing and Environmental Policy</b>	<b>Author</b>	<b>Richard Hughes</b>
<b>Title</b>	<b>Homelessness Strategy</b>		<b>☎ 282571</b>
<b>Wards affected</b>	'Not applicable'		

**This report concerns the consideration, approval and publication of the Homelessness Strategy 2008 - 2013**

**1. Decision(s) Required**

- 1.1 To review the research, consultation and partnership work which was undertaken to review homelessness in the borough and develop a robust action plan for the prevention of homelessness.
- 1.2 To adopt the homelessness strategy action plan with any amendments required following further consultation to be considered by the Portfolio Holder for Neighbourhoods.

**2. Reasons for Decision(s)**

- 2.1 The Homelessness Act 2002 required local housing authorities to take a more strategic approach to the prevention of homelessness within their districts and review the scale and extent of homelessness in their area prior to producing a strategy to prevent homelessness. The Strategy must be renewed within 5 years of publication. The first homelessness strategy for Colchester was published in 2003. Colchester Borough Council is required to develop a new strategy to prevent homelessness in the Borough in 2008.

**3. Alternative Options**

- 3.1 The Homelessness Strategy is a legal requirement and no alternatives exist to a review of homelessness and the development of a new strategy action plan.

**4. Supporting Information**

- 4.1 Colchester Borough Council's first homelessness strategy was published at the beginning of July 2003. The strategy was praised for its comprehensive and in depth review of homelessness within the borough by a Department of Communities and Local Government commissioned survey of all homelessness strategies across the country.
- 4.2 The Strategic Housing Team at Colchester Borough Council began the process of developing the next homeless strategy in the summer of 2007. In summary the process has followed the stages listed below:
  - Monitor, evaluate and review the achievements made from the first homelessness strategy and publish a report of these achievements of the homelessness strategy in December 2008.

- Develop a robust evidence base of all information relating to homelessness available across the borough.
- Set up and develop a Homelessness Strategy Partnership to develop and lead the review of homelessness and the Homelessness Strategy Action Plans.
- Undertake in depth consultation and research with a wide range of partners, service users and people in housing need across the borough.
- Review the outputs of this research and consultation and develop a set of priorities which the homelessness strategy needs to tackle in order to prevent homelessness in the borough.
- Develop a SMART action plan with targets to ensure the strategy is implemented.
- Continue the Homelessness Strategy Partnership as a performance management group for the homelessness strategy ensuring that partners are involved not only in committing their resources to achieving the actions but supporting and advising Colchester Borough Council in its work to achieve tasks in the action plan.

4.3 The Homelessness Strategy Partnership has met three times since its creation and includes representatives from the following organisations:

- Colne Housing Society, a local housing association.
- Family Mosaic, a supported housing provider.
- Citizens Advice Bureau, a prominent advice provider.
- The Community Mental Health Team.
- Essex Probation Service.
- The Benefits Team at CBC.
- The Supporting People Team at Essex County Council.
- The Housing Services Manager at CBC, who manages the frontline housing team.
- The Strategic Housing Team.

This group has worked as a project group to complete the stages outlined above.

4.4 The Housing Forum, a group of local providers of advice, support and supported housing, has also been consulted on a regular basis and received feedback on the progress of the review and developing the strategy.

4.5 An evidence base, available in the public domain, highlighted a number of key issues which the Homelessness Strategy needed to address. These can be summarised as:

- An increase in the number of 16 and 17 years olds being made homeless in the borough.
- An increase in the number of people whose homelessness was caused by parental eviction.
- An increase in the number of home owners facing repossession in the borough.
- Difficulties for people who live in supported housing to move on to permanent settled housing where they can live independently.
- The numbers of women made homeless due to domestic violence, although reducing, remains high.

4.6 Consultation was extensive in determining what the key issues are to prevent homelessness in the borough and for methods and suggestions for preventing it in a sustainable long term way. The details of this are set out in section 7 below.

4.7 The Housing Strategy Team has brought together all of this work to develop an action plan which is Specific, Measurable, Achievable, Relevant and Timed. (SMART)

4.8 The Homelessness Strategy links with a number of other strategies and plans and details of this interrelationship will be summarised within the introduction to the document. The clear hierarchy can be summarised in the following order:

- Local Area Agreement
- Sustainable Community Strategy
- Colchester Borough Council's Strategic Plan
- Colchester Borough Council's Housing Strategy (in development due to be considered at the September meeting of the Cabinet)
- Homelessness Strategy

4.9 In order to achieve the goals set out in the Homelessness Strategy, Colchester Borough Council must work in partnership with other organisations. To this end the strategy will identify a number of linkages between the Homelessness Strategy and other strategies and partnerships such as:

- The Crime and Disorder Reduction Partnership.
- The Domestic Violence Forum.
- The Youth Homelessness Forum.
- The Housing Forum.
- Essex's Supporting People Strategy.

## **5. Proposals**

5.1 It is proposed the Cabinet adopt the Homelessness Strategy 2008 – 2013 and implement the action plan within the timescales set out.

5.2 The process of developing the homelessness strategy is ongoing and consultation and involvement will continue over time. It is requested that Cabinet give officers discretion to make minor amendments to the strategy as a means of responding to the feedback received from key stakeholders and residents in the borough.

5.3 Council to support the continuation of the Homeless Strategy Partnership and the Portfolio Holder for Neighbourhoods to receive monitoring reports on the implementation of the Homelessness Strategy Action Plans.

## **6. Strategic Plan References**

6.1 There are clear linkages between the Homelessness Strategy and the Strategic Plan's aim: 'to promote economic prosperity, tackle deprivation and foster social inclusion'. The Homelessness Strategy identifies in some detail how the Council will address this aim and prevent homelessness and deprivation amongst some of the most vulnerable people in the borough.

6.2 The Strategic Plan has specific targets to 'develop new initiatives to avoid or prevent homelessness' and 'increase number of people who have access to affordable homes' leading to 'fewer people being homeless'. The Homelessness Strategy in conjunction with the Housing Strategy, explains in detail how we will achieve these goals, the actions and projects needed to meet these goals and the improvements we will make to our services and the difference it will make to the quality of life of residents in the borough.

## **7. Consultation**

7.1 Following on from the development of an evidence base at the end of 2007, the Housing Strategy Team has undertaken extensive consultation with partners, service users and key stakeholders to better understand the nature and extent of homelessness in the borough. We have also sought to understand where crises have occurred and what

could have been done to prevent them in order to shape services, identify gaps and meet needs.

7.2 The Consultation has included workshops with stakeholders who attend the housing forum, research interviews and surveys with people in supported housing, temporary accommodation and at the women's refuge. We have also held a series of focus groups with residents and service users of the following projects:

- Colchester and Tendring Women's Refuge.
- Beacon House, healthcare centre for homeless people.
- Bernard Brett House, a housing project for single young people who are non priority homeless.
- Colchester YMCA Foyer.
- Plowright House, a housing project for people who have chaotic lifestyles.

7.3 Each group was asked about their housing histories and what had led to their present situation. They were then invited to reflect on anything which could have been done differently by them or others to prevent their homelessness. We asked people to look at what they liked about their current housing circumstances and what they wanted to improve and then looked at their future housing aspirations and plans.

7.4 The results of this consultation work have been written up and will form one of the suite of documents for the Homelessness Strategy. It will be available to residents and partners in the borough as a printed and electronic document and in other formats. We will share the outputs from this consultation and what we have learnt from it with a wide range of organisations in the Borough. The results of the consultation and research led to many of the priorities and actions set out in the draft Homelessness Strategy.

## **8. Publicity Considerations**

8.1 Once Cabinet have considered the Homelessness Strategy and we have completed this stage of the research and consultation work a launch event will be held to publicise the Homelessness Strategy and generate interest and commitment to the Action Plans.

8.2 Feedback will be given directly to the participants we consulted with and show them how what they said led to the actions we have adopted.

## **9. Financial implications**

9.1 Any resources required to implement the actions in the homelessness strategy will be delivered from existing budgets. We will also work to encourage our partners to commit their resources to meeting the goals set out in the strategy. If at any stage additional resources were required from CBC then a separate report would be submitted to the Portfolio Holder for Neighbourhoods.

9.2 Developing a strategic approach to the prevention of homelessness has enabled Colchester Borough Council and its partners to gain a grant of £140,000 per annum for three years from 2008/09 to 2010/11 from the DCLG. This is accounted for within existing budgets and decisions about the allocation of this grant will be considered by the Homelessness Strategy Partnership. New funding decisions will be implemented by the end of October 2008 at the latest.

## **10. Equality, Diversity and Human Rights implications**

10.1 Consideration has been given to the Diversity implications of the Homelessness Strategy. The strategy itself seeks to address inequality which can lead to housing need

and homelessness. Following Cabinet consideration an Equality Impact Assessment will be developed and consulted on, to address any unintended adverse impacts on specific groups. Services described in the strategy and action plan will be monitored to ensure that anyone can access these services regardless of age, race, ethnicity, gender, religion, sexual orientation and disability. This monitoring will form part of any progress reports made to the Portfolio Holder and the Homelessness Strategy Partnership

## **11. Community Safety Implications**

- 11.1 It is anticipated that with the implementation of the Homelessness Strategy Action Plans there will be a positive benefit for Community Safety.

## **12. Health and Safety Implications**

- 12.1 There are no Health and Safety Implications

## **13. Risk Management Implications**

- 13.1 The Homelessness Strategy is a statutory requirement; not adopting it risks the reputation of the Council and presents the risk of action being taken against the Council by the Department for Communities and Local Government (DCLG).
- 13.2 The Homelessness Strategy describes in detail how Colchester Borough Council and its partners will meet some of the goals identified in the Sustainable Community Strategy and the Strategic Plan. By not accepting the recommendation to adopt this Homelessness Strategy, Colchester Borough Council runs the risk of not meeting its stated aims of tackling deprivation and improving the quality of life of its residents.
- 13.3 Colchester Borough Council currently receives a grant from the DCLG for its prevention of homelessness work. Without a strategic approach to the prevention of homelessness, evidenced by a Homelessness Strategy in place, we risk the withdrawal of this grant in future years.

## **Background Papers**

Homelessness Strategy Action Plan

# Homelessness Strategy 2008 - 2013

## Chapter 1: Preventing Homelessness amongst hard to reach groups.

These groups may include those who have a more difficult time accessing the support services which are available either due to barriers they experience or due to their own values. They can include:

- People with disabilities including mental health impairments
- People from a Black or Minority Ethnic Community
- Young People
- People who cannot read and write or have poor literacy skills
- People who experience domestic violence

In addition some vulnerable people who do not engage with services may not do so because they have other factors which limit their ability to live in a sustainable way such as people with mental health problems, substance misuse, prison leavers and ex offenders and people with chaotic housing histories. In order to reach out to these groups organisations such as Colchester Borough Council have to target them specifically.

This chapter is designed to set out what actions will be taken to prevent homelessness among these groups and in addition to prevent homelessness in the general population.

### Priorities:

- ✓ Promote homeless prevention and early intervention with key agencies, by advertising housing advice and homelessness prevention services to a wider audience. Make sure information about services are available at key service locations around the Borough, ensuring that people in housing need are able to make informed decisions about their housing options.
- ✓ Prevent Homelessness by increasing access and availability to drug and alcohol rehabilitation services for people with complex needs, this will enable people to receive the support they need to sustain their accommodation.
- ✓ Prevent homelessness caused by domestic violence by establishing a Sanctuary Scheme to enable survivors of domestic violence to remain safe and secure in their own home.

Target Date: Apr 2009

✓ We will prevent homelessness among vulnerable people by promoting support services and encouraging early approaches by encouraging people to get help at a stage, before they become homeless. This will ensure that people in the Borough are aware of the support that is available from Local Authority, private and voluntary agencies.  
Target Date: September 2009

✓ Identify and implement intervention initiatives targeted at Young people in the Borough who are most at risk of homelessness or repeat homelessness. Develop initiatives to ensure partners and service users are aware of the existence of these prevention options at an early stage. This work will involve the work of the Youth Housing Forum.  
Target Date: Nov 2009

✓ Reduce Rent arrears by improving the Council's and other landlords knowledge of households who are at risk of becoming homeless, by monitoring rent arrears of RSL, Local Authority and Private sector tenants.  
Target Date: Over the lifetime of the Strategy

### Chapter One: Preventing Homelessness amongst hard to reach groups

Identified need	What will be achieved	How will this be achieved	When will it be done by	Who will do it?
Prevent homelessness amongst young people by developing and improving the services available to young people in the Borough.	<ul style="list-style-type: none"> <li>A reduction in the number of 16-24 year olds becoming homeless in the Borough from 148 in 2007/08 by 10% each year to a target maximum of 74 in 2012/13.</li> <li>Accessible housing options advice and information for young people.</li> <li>Increased joint working with partner's organisations that are in touch with young</li> </ul>	<ul style="list-style-type: none"> <li>Create a multi agency single referral panel for the allocation of accommodation and support for 16-25 year olds to improve information sharing with partner organisations and enable allocations of places at supported housing projects to be more efficient.</li> <li>Produce housing and homelessness options information for young people and partner organisations in touch with young people, and distribute widely at key Service Locations. Consult with the Youth Housing Forum regarding how the information should be distributed and made available.</li> <li>Hold a training and information event for partner organisations, on Youth Housing and Homelessness issues and the prevention options available.</li> </ul>	<p>Partners agreed to Terms of Reference by end 2008.</p> <p>Panel holding fortnightly meetings by mid 2009</p> <p>Draft to be approved by Youth Housing forum in 2009.</p> <p>Printed and distributed by end 2009</p> <p>September 2008</p>	<p>SP/ Tenancy Sustainment Officer/ Housing Strategy Officer</p> <p>Youth Housing Forum/ Strategy Officer / Youth Homelessness Officer</p> <p>Youth Homelessness Officer</p>

Identified need	What will be achieved	How will this be achieved	When will it be done by	Who will do it?
	<p>people.</p> <ul style="list-style-type: none"> <li>Increased prevention and early intervention work.</li> <li>Fewer young people experiencing a crisis in their housing situation and instead an increase in planned moves.</li> </ul>	<ul style="list-style-type: none"> <li>Support the work of the Colchester Youth Housing Forum, and continue to consult with partner organisations regarding the nature and content of Housing and Homelessness options information.</li> <li>Explore the possibility of transferring all youth homelessness services to another organisation to increase effectiveness of prevention work for young people and make services more holistic.</li> </ul>	<p>Over the lifetime of the strategy</p> <p>Research conducted by end 2009. Recommendations by March 2010. Implementation end 2010</p>	<p>Strategy Officer / Youth Homelessness Officer Housing Strategy Co-ordinator / Housing Services Manager</p>
<p>Develop early intervention and prevention options for Young People at risk of becoming homeless in the Borough.</p>	<p>Reduction in the number of young people becoming homeless due to parental evictions from 92 in 2007/08 by 10% each year to a maximum target of 47 in 2013.</p> <p>An increased awareness of Parents in the Borough of the risks faced by homeless people.</p>	<ul style="list-style-type: none"> <li>Extend the ability to refer 16 and 17 year olds to the Essex Mediation Service to agencies who provide support to young people.</li> <li>target support services appropriately to young people and research and monitor the levels of youth homelessness in the Borough among people who may not approach the Council for re-housing in partnership with the agencies in touch with young people.</li> <li>Work in partnership with Schools in the Borough in educating young people of the risks of leaving home in an unplanned way. Increase the number of Schools in the Borough who are involved with this project.</li> <li>Establish a protocol with the Child Protection and Assessment Team of Social Services for homeless 16 and 17 year olds.</li> <li>Ensure that information about housing and homelessness is made available to the Parents of young people in the Borough.</li> </ul>	<p>Agreed July 2008. Implementation September 2008.</p> <p>Annual update over lifetime of the strategy</p> <p>Regular visits to all secondary schools in the borough</p> <p>Protocol agreed by end 2008. Implementation by mid 2009. Information delivery methods identified by end 2008.</p>	<p>Youth Homelessness Officer</p> <p>Youth Housing Forum/ Strategy Officer</p> <p>Youth Homelessness Officer</p> <p>Strategy Officer / Youth Homelessness Officer Strategy Officer / Youth Homelessness</p>



Identified need	What will be achieved	How will this be achieved	When will it be done by	Who will do it?
Increased provision of tenancy support (including floating support) and debt advice to tenants in the social rented sector.	Reduction in the number of households losing their affordable rented tenancies as a result of rent arrears and anti social behaviour by 10% each year from 251 in 2007 to 126 in 2012.	<ul style="list-style-type: none"> <li>Identify vulnerable tenants moving from supported housing to general needs accommodation, through liaising with Supported Housing providers. Once tenants who are ready to move on are identified their support needs will be assessed. This will enable vulnerable tenants to receive the support they require and increase the levels of tenancy sustainment in the Borough.</li> </ul>	Agree Common Assessment Protocol	Officer Accommodation Team/ Supported Housing Providers/ Family Mosaic
In October – December 2007 Essex Floating Support recorded 149 service users entering the service. Over the Lifetime of the Strategy the number of referrals to Essex Floating support shall increase by 10% each year enabling more people to receive the support they need to sustain their accommodation.	<ul style="list-style-type: none"> <li>Support the work of the Anti Social behaviour team and the Neighbourhood Action Panels in reducing anti social behaviour in the Borough, and preventing perpetrators from re-offending and therefore preventing homelessness caused by ASB related eviction.</li> </ul>	<ul style="list-style-type: none"> <li>Assess the possible impact of possible change in the law regarding Housing benefit sanctions for perpetrators of anti social behaviour to households in the Borough and develop actions to minimize any negative effect.</li> </ul>	Ongoing	Housing Services CBC Anti Social Behaviour Team
Improved release programmes for people leaving Care and Institutions' such as Prison and Armed Forces.	Improved co-ordination of support provision for people in this client group. Improved co-ordination will result in	<ul style="list-style-type: none"> <li>Ensure Introductory tenancies do not lead to unnecessary homelessness by providing new tenants with the support they need to sustain their tenancies.</li> </ul>	Ongoing	Strategy Team / Revenues Team Strategy Team / Revenues Team Colchester Borough Homes
		<ul style="list-style-type: none"> <li>Review discharge and referral procedures from establishments such as the Lakes Acute mental health Hospital, the Armed Services and Chelmsford Prison. Once review has been carried out strengthen existing</li> </ul>	Review to be carried out by end 2009. Implement any new arrangements by end 2010	CBC to lead a partnership approach through the Housing Forum Community

Identified need	What will be achieved	How will this be achieved	When will it be done by	Who will do it?
	<p>more people receiving resettlement support when leaving an institution or care.</p>	<p>procedures and enable more service users leaving an institution to receive the support they need to meet their housing need.</p> <ul style="list-style-type: none"> <li>Continue to consult with service users who have recently left care, prison or armed forces about their housing and homelessness experiences. Use the results of this consultation work to update and inform strategic and operational policy.</li> </ul>	<p>Annual consultation events</p>	<p>Mental Health Team (CMHT)</p> <p>As above led by strategy officer</p>
<p>The Local Housing allowance introduced significant changes to the way housing benefit is paid to clients. Direct payments may pose potential tenancy management issues, for private landlords, this is especially true with respect to vulnerable applicants.</p>	<p>Prevent Homelessness caused by vulnerable tenants unable to manage their finances and pay rent due to direct payments.</p>	<ul style="list-style-type: none"> <li>Monitor the impact that LHA has on the levels of rent arrears in the private rented sector, through liaising with the CAB.</li> <li>Monitor the number of vulnerable applicant referrals to CBC revenue and Financial Services and ensure a referral is made to a support provider each time.</li> <li>Monitor the number of applicants deemed vulnerable as a result of being 8 weeks in rent arrears.</li> </ul>	<p>6 monthly reports to be published</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Revenues and Benefits Service</p> <p>Colchester Citizens Advice Bureau (CAB)</p>

## Chapter Two: Advice and Support

There are a number of agencies providing support for people who are, or who have been at risk of becoming homeless, or who need support to prevent homelessness from reoccurring. Demand outstrips supply for these support services (which include Floating Support, Housing Advice and Debt Advice) in the Borough. These services should be targeted towards people who are at most risk of becoming homeless or becoming homeless again in the near future. Therefore in order to ensure that people are aware of the support available to sustain their accommodation and how support can be accessed, further partnership working with key agencies is required.

There are a number of short term Supported Housing providers in the Borough, who work with a range of client groups providing them with the support they need to move on to live independently in permanent accommodation.

Research shows that interventions at an early stage are more likely to be successful in preventing homelessness. One of the findings from the review of homelessness in the Borough, is that there are a number of agencies providing support to vulnerable people in the Borough, however the levels of awareness of agencies and the services they provide need to increase for them to be effective in preventing homelessness. There is a need to promote the existing support services in the Borough such as the CAB Debt Advice Service and Swan Floating Support Service which would increase the number of early approaches from service users and early referrals from agencies which are more likely to prevent homelessness.

### Priorities:

✓ Monitor the impact that Local Housing Allowance has on the levels of rent arrears of vulnerable people in the private rented sector annually, and early intervention options developed with Revenue and Services where appropriate.  
Target Date: Jan 2011

✓ We will work with the Women's Refuge to promote all services provided by the refuge and enable earlier, more timely referrals to their services to be made by our partner agencies.  
Target Date: Dec 2009

✓ Reduce the threat of people losing their homes due to hate crime by getting all organisations to work together through the Hate Crime Panel with people who commit hate crime, aiming to prevent perpetrators from re-offending.  
Target date: Over the lifetime of The Strategy

✓ We will develop and look to increase resettlement and floating support services to vulnerable households and individuals moving out into permanent accommodation.  
Target Date: April 2009

- ✓ Develop Debt Counselling, and help people increase income and obtain benefit entitlement, including the promotion of the Credit Union in Colchester, and the provision of debt advice at an earlier stage to provide more households the opportunity to avoid Court action and repay arrears before lenders start Court proceedings.  
Target Date: April 2009
- ✓ Explore the possibility of establishing a Public Service Village for housing advice options, housing allocations register, homelessness, Independent advice agencies, jobcentre plus, DWP, and Health services.. A Public Service Village will enable more effective partnership working between CBC and other organisations, and deliver a 'One Stop Shop' for advice and support.  
Target Date: Over the lifetime of the Strategy
- ✓ Enable Homeless people and people at risk of homelessness to take up tenancy offers and set up new accommodation, more quickly by providing access to furniture and household goods where necessary. Review demand for and existing capacity of service provision among its partner organisations.  
Target Date: Apr 2010
- ✓ Consider the housing and support needs of vulnerable applicants and applicants with complex chaotic housing histories through a co-ordinated, multi agency process. This multi agency approach will foster better information sharing, more robust needs assessments, and accommodation solutions which are more likely to be successful and sustainable.  
Target Date: Over the lifetime of the Strategy
- ✓ Improve access for young people to advice and information on homelessness and housing options, at key service locations. This improved access will enable this important information to be communicated to young people at an early stage, when interventions designed to prevent homelessness are more likely to be successful.  
Target Date: Mar 2009
- ✓ Develop ways of preventing homelessness due to mortgage arrears by exploring the possibility of reviving the mortgage rescue scheme which will allow people in serious mortgage arrears and buy to let landlords the opportunity to sell the property to an RSL.  
Target Date: June 2010
- ✓ Increase the take up of benefit and through direct payments, encourage people, who currently do not have bank accounts to open basic bank accounts, therefore preventing financial exclusion and help them sustain their tenancies.  
Target Date: over the lifetime of the Strategy
- ✓ Make applying for help under housing and homelessness law easier by using plain English in all documents.

Target Date: Sep 2010

✓ Engage with Private tenants to ensure that private sector tenancies are sustained. We will raise awareness amongst private tenants, of the tenancy support services available and also inform them of the Services that the Home Improvements Team provide and how they can be accessed.

Target Date: Jan 2010

## Chapter 2: Advice and Support

Identified need	What will be achieved	How will this be achieved	When will it be done by	Who will do it?
Prevent Homelessness by helping people sustain their tenancies, through the increased provision of debt and welfare rights advice.	A reduction in the level of rent arrears, increased take up of benefit, and money advice. During the period July – Sep 2007 the Colchester CAB advised 249 clients for problems they are experienced with their housing costs, debt advice services such as the CAB will be promoted to increase the number of people receiving advice which could prevent homelessness by 10% per annum to at least 374 by 2012.  in 2007/2008 it is estimated that 12,080 people are in receipt of housing benefit, this number will increase	<ul style="list-style-type: none"> <li>• Increase take up of housing benefit entitlement including Discretionary Housing Payments (DHP's), through a targeted campaign aimed at people who may not be claiming Housing Benefit but are entitled to the benefit.</li> <li>• Increase the availability and provision of debt advice in the Borough, by promoting the existing services in the Borough, and supporting any applications for new services.</li> <li>• Increase the number of people who use the Credit Union to avoid tenants using expensive doorstep credit providers.</li> <li>• clarify referral procedures for CAB Money Advice in order to ensure that this vital service is used as effectively as possible.</li> <li>• Increase the number of people in the Borough who have basic bank accounts therefore preventing financial exclusion and fostering tenancy sustainment.</li> <li>• Provide training on money and debt advice to all non specialist support providers in the borough.</li> </ul>	<p>End of 2009</p> <p>End of Strategy</p> <p>End of Strategy</p> <p>End of 2010</p> <p>End of 2009</p> <p>Ongoing</p> <p>2009 and biannually from then on</p>	<p>Revenues and Welfare Rights teams</p> <p>Colchester CAB Credit Union</p> <p>Strategic Housing Team Revenues Team / CAB / Housing Forum CAB / CBC</p>

Identified need	What will be achieved	How will this be achieved	When will it be done by	Who will do it?
Wider communication of Colchester Borough Council's Housing and Homelessness Services.	year on year over the lifetime of the Strategy. Prevent Homelessness by informing partners and service users of our housing services, therefore encouraging early approaches by service users and early interventions by partners.	<ul style="list-style-type: none"> <li>• Make accessible housing and homelessness options information available at a number of key service locations. This will enable service users to make informed decisions about their housing and homelessness options.</li> <li>• Evaluate the possibility of providing outreach and liaison staff at various locations around the Borough. Outreach and Liaison Staff may enable more people to access housing and homelessness advice and information, and make informed decisions about their housing needs and options.</li> </ul>	April 2009  Evaluation to be undertaken by end 2009. Implement recommendations by end 2010	Assessment and Options Team / Strategy Officer Strategy Officer / Assessment and Options Team
Increased prevention of homelessness caused by domestic violence	A reduction in homelessness caused by domestic violence.	<ul style="list-style-type: none"> <li>• Introduce a Sanctuary Scheme to enable the survivors of domestic violence to remain safely in their home, and therefore prevent homelessness from occurring.</li> <li>• Improve links with the Colchester and Tendring Women's Refuge, by supporting the outreach service with information and advice on housing and homelessness options. This will increase the prevention of homelessness caused by domestic violence.</li> </ul>	Scheme in Place September 2008.  Ongoing	Housing Services Manager / Strategy Officer Assessment and Options Team/ Domestic Violence Forum/(CDRP) Crime Disorder Reduction Partnership
Increase the housing options for single people and vulnerable groups. This group may not receive priority	Increased housing options for single people and vulnerable groups. The increased options for this client group will enable more early approaches to be made that are likely to	<ul style="list-style-type: none"> <li>• Develop existing working arrangements with housing providers, with a view to increasing partnership and joint working.</li> <li>• Research the current provision for Floating Support services in the Borough, results of the survey to identify target areas for the service.</li> </ul>	Over the Lifetime of the Strategy  Ongoing	Strategy Team / Registered Social Landlord (RSL) Forum / Housing Forum

Identified need	What will be achieved	How will this be achieved	When will it be done by	Who will do it?
<p>for social housing and face barriers to accessing the private rented sector therefore further prevention work is required.</p>	<p>be successful. Existing options available will be reviewed and homelessness prevention increased from 284 in 2007/08 by 10% each year to at least 396 by 2012.  In May – Oct 2007, 45 referrals to Essex Floating Support Service were unsuccessful. Over the Lifetime of the Strategy the number of unsuccessful referrals shall be reduced.</p>	<ul style="list-style-type: none"> <li>Investigate the feasibility of extending existing prevention options such as mediation service to client groups other than 16 and 17 year olds.</li> <li>Extend the rent and deposit guarantee schemes to people looking to move on from supported accommodation.</li> <li>Develop more robust referral procedures from all agencies to Swan floating support service and provide clients with information about the benefits of support to engage them in services. Reduce the number of unsuccessful referrals by 50% over the lifetime of the strategy.</li> </ul>	<p>End of 2009 End of 2010  Referrals procedure to be redesigned by end 2009.</p>	<p>Housing Services Manager Accommodation Team Leader  Strategy Team / Swan Floating support service</p>
<p>High number of mortgage repossession orders in the Colchester County Court</p>	<p>Reduce the number of owner occupiers losing their properties through mortgage arrears from 475 outright orders in 2007 by 30% over the lifetime of the strategy to 332 maximum in 2012.</p>	<ul style="list-style-type: none"> <li>Investigate the feasibility of A Mortgage Rescue Scheme for home owners to be able to keep their home when CBC would otherwise have a duty to re-house them and where homelessness cannot be prevented and the costs of re-housing them would be prohibitively expensive.</li> <li>Support the CAB Court desk to reduce the number of people losing their homes as a result of rent and mortgage arrears.</li> <li>Provide advice and support services to home owners threatened with repossession at an early stage so that homelessness can be prevented in a sustainable way.</li> <li>Provide information about debt advice services available in Colchester to mortgage providers to give to clients who may be in mortgage arrears and at risk of losing their home.</li> </ul>	<p>End of 2008  Ongoing  Ongoing  End 2008</p>	<p>Strategy Team / Assessment and Options Team  CBC / CAB  Assessment and Options Team  CBC / CAB</p>
<p>Homelessness is caused by hate</p>	<p>A reduction in the amount of homelessness caused</p>	<ul style="list-style-type: none"> <li>Work with partners, the Neighbourhood Action Panel and the Hate Crimes Panel to reduce the</li> </ul>	<p>New procedure in place end 2008.</p>	<p>Housing Strategy Co-</p>

Identified need	What will be achieved	How will this be achieved	When will it be done by	Who will do it?
<p>crime and harassment meaning people feel unsafe remaining in their home.</p>	<p>by perpetrators of harassment and hate crime from 13 in 2008 to less than 5 in 2013 with an ultimate goal of 0.</p>	<p>incidence of hate crime and harassment in the Borough.</p> <ul style="list-style-type: none"> <li>• Develop a new procedure for tackling harassment and hate crime, where perpetrators are prosecuted and victims are supported.</li> <li>• Train staff and agencies on how to support the victims of harassment and Hate crime and what resources are available locally, for example the support provided by TaCMEP.</li> </ul>	<p>Implementation across Borough end 2009. Review and update through the Hate Crime Panel.</p>	<p>ordinator / Community Partnerships Manager / Anti Social Behaviour team co-ordinator. Tending and Colchester Ethnic Minority Partnership (TACMEP).</p>



### **Chapter 3: Working with partners and providers such as Housing Associations, Private Landlords, Developers and Supporting People**

Partner organisations who provide accommodation and support to people who are homeless or who are at risk of homelessness play a vital role in ensuring that housing need is met. Work to prevent homelessness should involve a partnership approach across a number of organisations which enables decision making to be better informed and effective, it also enables service providers to gain a better understanding of the issues faced by people who are homeless or who are at risk of homelessness.

Effective information sharing between partner organisations is key to preventing homelessness in the Borough. Existing information sharing arrangements are in need of review and more robust and effective procedures in place, this will enable better informed and planned decisions to be made. A Homelessness Strategy Partnership has been established and will monitor and evaluate the implementation of the Homelessness Strategy; the Partnership consists of key CBC Staff from the Housing Services Team and the Revenue and Services Team, Probation Service, Community Mental Health Team, a member of the two main RSL's in the Borough and a member of the Voluntary Sector. The Partnership will also inform the Homelessness Strategy of any changes or significant trends that their organisations are experiencing in order for action to be taken.

#### **Priorities:**

✓ Prevent homelessness caused by rent arrears through increased partnership work with RSL partners and support agencies to develop ways of working together, sharing information and good practice. The revival of the Rent Arrears Forum will further this objective and enable early interventions to take place which aim to prevent homelessness.

Target date: March 2011

✓ Increase the availability of permanent accommodation for applicants with support needs, by researching the possibility of using the private sector leasing scheme for this group.

Target Date: Over the lifetime of the Strategy

✓ Provide training on housing options, homelessness prevention and local housing allocations policy to statutory and voluntary agencies. Statutory and voluntary agencies are in touch with vulnerable and potentially homeless young people at a point where the risk of homelessness is moderate; through increased partnership working more interventions can be made at an earlier stage which are likely to increase the prevention of homelessness.

Target date: Jan 2009

- ✓ Establish a Single Referral Panel for referrals to supported housing schemes for 16-25 year olds in the Borough, this panel will deliver:
  - More robust needs assessments
  - Improved information sharing between agencies
  - Efficient allocation of places in second stage supported accommodation projects
  - Support plans for people leaving supported housing and moving onto permanent housing.

Target Date: Dec 2009

- ✓ Work closely with Schools and other agencies that are in touch with young people, to communicate information about the risks of homelessness and the difficulties with finding accommodation for a young person. This work will involve developing an education programme to be delivered in Schools.

Target Date: Over the lifetime of the Strategy

- ✓ Ensure that referral arrangements to Colchester Borough Council (CBC) from the Army Welfare Service are robust and effective. This will enable CBC to work more closely with the Army Welfare Service, and develop housing options which meet the housing needs of ex service personnel.

88 Target Date: Jan 2010

- ✓ Increase homelessness prevention and early interventions by developing an information sharing protocol for all partners within data protection guidelines. This will reduce the necessity for service users having to 'repeat information relating to their case', enable information collected to be correct and complete, and will make decisions made about the accommodation and support needs of applicants more robust.

Target Date: Over the lifetime of the Strategy

### Chapter 3: Working with Partners and Providers RSL's

Identified need	What will be achieved	How will this be achieved	When will it be done by	Who will do it?
Improved partnership working and information sharing with partner agencies providing accommodation and support in the Borough.	Prevent Homelessness by developing a multi agency approach to allocating accommodation and support for vulnerable groups.	<ul style="list-style-type: none"> <li>• Develop a multi agency case conference system to consider the housing needs of vulnerable clients, and clients with multiple needs who may pose housing management issues. A coordinated multi agency approach would foster better information sharing between agencies and increase the likelihood</li> </ul>	2010	Homechoice partnership

Identified need	What will be achieved	How will this be achieved	When will it be done by	Who will do it?
		<p>of tenancy sustainment.</p> <ul style="list-style-type: none"> <li>Set up an information sharing protocol for the re-housing of applicants for social housing. This will enable housing allocations to be made on the basis of more robust information about applicants and ensure that support is provided.</li> </ul>	2009	Tenancy Sustainment Officer/ Rent Arrears RSL Forum
<p>Increased provision of resettlement services to help homeless people and people at risk of homelessness to take up tenancy offers.</p>	<p>Prevent Homelessness by providing resettlement support, enabling tenancy offers to be taken up.</p> <p>Collect further information on homeless households who are not owed a duty by CBC to ensure their housing need is met.</p>	<ul style="list-style-type: none"> <li>Carry out “turned away” survey of current resettlement services in the Borough. Identify current levels of need and future levels of need for resettlement services. When results have been published develop options to meet any identified unmet need.</li> <li>Continue to support the Colchester Furniture Project and Emmaus who provide affordable furniture to households on low incomes in the Borough.</li> <li>Publicise the availability of Community Care Grants and Social Fund Loans to avoid people using expensive doorstep credit providers when moving into new properties.</li> </ul>	2009  Ongoing  Ongoing	Strategy Team   Emmaus/CBC
<p>Ensure that the Homelessness Strategy is consistent with the objectives of the Essex Supporting People Strategy and the Local Area Agreement.</p>	<p>Establish Strategic links with other projects that impact on the provision of accommodation and support in the Borough. This enable CBC to coordinate strategic priorities of both Supporting People and The Local Area Agreement.</p>	<ul style="list-style-type: none"> <li>Support Essex County Council’s Local Area Agreement priorities that relate to housing and support services.</li> <li>Homelessness Strategy to have regard to the existing supporting people strategy (2005-2010) and any future strategies including the Local Area Agreement.</li> </ul>	Throughout the Lifetime of the Strategy	
<p>Improvements in the</p>	<p>Improved partnership</p>	<ul style="list-style-type: none"> <li>Revival of the Rent Arrears Forum in</li> </ul>	First meeting and	Strategy Officer

Identified need	What will be achieved	How will this be achieved	When will it be done by	Who will do it?
<p>way that CBC works with tenancy support Services in the Borough. Increased partnership working with a view to developing improved information sharing between agencies.</p>	<p>working between support agencies for vulnerable households which can be achieved through better information sharing. Reduce the outright possessions orders from 251 and 157 suspended possession orders in 07/08 against affordable rented tenants by 10% each year.</p>	<p>Colchester. The Rent Arrears Forum will develop ways of improving information sharing between agencies providing tenancy support in the Borough, as well as sharing good practice and information regarding rent management while preventing homelessness.</p> <ul style="list-style-type: none"> <li>• Through the rent arrears forum develop pre action rent arrears procedures to be shared and followed by social housing providers in the Borough.</li> </ul>	<p>terms of reference agreed by end of 2008.</p> <p>Court protocol to be reviewed and matched against practice in RSL's to identify and fill gaps. Complete by 3<sup>rd</sup> meeting of Rent Arrears Forum</p>	<p>/ Rent Arrears Forum / Family Mosaic</p> <p>Colne Housing/Family Mosaic</p>

## **Chapter 4: Ensuring adequate supply of Accommodation in the future**

The adequate supply of affordable, suitable accommodation is an essential requirement for the prevention of homelessness in the Borough. Affordable housing is in considerable demand and due to finite resources most of the housing need in the Borough cannot be met through Affordable rented housing. The number of people who have applied for Affordable rented housing through the Housing Needs Register now currently stands at over 5,000 people, only approximately 20% of these households will have their housing need met this way. Therefore alternative options must be developed in order to meet housing need in the Borough.

The Private rented sector will play a key role in providing positive solutions to the housing need of residents in the Borough; by improving access to private rented accommodation, more people will be able to resolve their housing need in a positive way.

CBC has already successfully engaged with private sector landlords through the RDGS and the Homefinder Scheme. In order to build on this success CBC must review existing procedures and develop ways of using these resources more effectively and also develop ways of increasing the supply of good quality affordable private rented accommodation.

### **Priorities**

- ✓ Increase the number of private sector homes available to rent or buy, in the Borough, by working with owners and landlords to return long term empty properties to use, and therefore increase housing options for the residents of the Borough.  
Target Date: Over the lifetime of the Strategy
- ✓ Explore the possibilities of replacing existing inappropriate temporary accommodation units with self contained and purpose built accommodation for Young homeless people, and families with children.  
Target Date: Dec 2010
- ✓ Increase the availability of permanent accommodation for applicants with support needs, by researching the possibility of using the private sector leasing scheme for this group.  
Target Date: Over the lifetime of the Strategy

- ✓ Identify the supported housing needs of people who are at risk of homelessness or homeless. This work will enable us to have a robust evidence base, and identify appropriate solutions including move on accommodation for people in supported housing projects, freeing up vacancies for new people in housing need.  
Target Date: Jan 2010
- ✓ Increase units of affordable housing (including supported housing) in the Borough each year through section 106 requirements, this will ensure that more housing need is met and therefore reduce homelessness  
Target Date: Over the lifetime of the Strategy
- ✓ Seek to maximise the amount of suitable affordable 1 bed accommodation to enable move on, from temporary, accommodation and improve the willingness of landlords to take tenants with HB. \* *This could be achieved by increasing the number of special nominations agreed for supported housing schemes via choice based letting.*  
Target Date: Over the lifetime of the Strategy
- ✓ The Homelessness Strategy will establish links with the 'Local Area Agreement', and the current review of residential care and accommodation review of people with mental health issues by Essex County Council, and ensure that people with long term mental health problems are provided with accommodation that meets their needs.  
Target Date: Over the lifetime of the Strategy
- ✓ We will improve our collection of data relating to domestic violence and the impact it has on homelessness, this will enable us to plan our services to meet any identified unmet need.  
Target Date: Jan 2010
- ✓ We will replace current homeless temporary accommodation for new temporary housing schemes in the Borough that fosters a 'place of change environment'; this environment will increase life opportunities and positive move on prospects of residents.  
Target Date: Dec 2010
- ✓ Improve access to the private rented sector for single homeless people, explore opportunities to open up the rent deposit and guarantee scheme to house people who are under 25 years old.  
Target Date: 2010
- ✓ Increase the supply of available accommodation for households in housing need by working closely with Private Landlords, and identify linkages with the Empty Homes strategy.  
Target Date: Over the lifetime of the Strategy

#### Chapter 4: Ensuring adequate supply of accommodation and support in the future

Identified need	What will be achieved	How will this be achieved	When will it be done by	Who will do it?
Lack of affordable housing options for residents in the Borough.	Increased Housing options available for people in Housing need in the Borough.	<ul style="list-style-type: none"> <li>Continue to work closely with Landlords in the Private rented sector to make their properties available in the private rented sector through Home Choice, Choice Based Lettings scheme.</li> <li>Increase the number of available properties in the Borough by turning long term empty homes to use for households in housing need.</li> </ul>	2009  Ongoing	Accommodation Team / Home Improvement Team
Increase the housing options and support services for applicants who are perceived as hard to house, by accommodation providers. This group often includes those with multiple support problems, chaotic or complex housing histories, substance misusers and those with enduring mental health problems	Increase the availability of housing options available to vulnerable 'hard to reach' groups.	<ul style="list-style-type: none"> <li>Carry out research into the need for an accommodation project for people who misuse substances, identifying current provision, length of stay needed and any funding available.</li> <li>Monitor the progress of the April Centre's property management scheme to identify any scope for increasing the number of people who can be housed and supported sustainably through this project.</li> <li>Evaluate the possibility of extending the rent deposit and guarantee scheme to households who are in temporary accommodation and require move on accommodation. This would improve throughput of supported housing providers and enable more applicants to receive the support they need.</li> </ul>	Research to be undertaken in 2009. Recommendations published by summer 2010.  Regular reviews	Housing Forum / Strategy Officer  Strategy Officer / April Centre  Accommodation Manager, CBC / Housing Forum
Develop relationships with landlords, ensuring that they are aware of and can access all forms of tenancy support.	Reduce the number of possession orders in the private rented sector from 94 in 2007 to 50 or less by 2013 by improving Landlord	<ul style="list-style-type: none"> <li>Establish a Landlord Accreditation Scheme, fostering better relationships with Landlords and Tenants, therefore enabling improved tenancy sustainment rates.</li> <li>Encourage landlords to refer tenants in rent arrears to debt counselling and benefit advice</li> </ul>	End 2009  Protocol and Referral arrangements to be	Private Sector Housing Team (PSH) team

Identified need	What will be achieved	How will this be achieved	When will it be done by	Who will do it?
	<p>Tenant relationships and offering advice and support wherever possible.</p>	<p>and reach agreements to repay arrears wherever possible before taking possession action. The number of referrals to debt advice services and tenancy support services made by landlords and CBC will increase throughout the lifetime of the Strategy, enabling more people to receive the support they need to sustain their tenancy.</p>	<p>set up with landlords forum in 2009.</p>	<p>Assessment and Options Team / Strategy Team</p>
<p>Existing CBC Temporary accommodation is being reviewed. The intention is to replace existing units with accommodation that will encourage positive move on and prevent repeat homelessness.</p>	<p>Temporary Accommodation which is suitable to meet needs, is in a good state of repair and is a place of positive change for residents. Reduction in the need for temporary accommodation from 340 units in 2005 to 170 units in 2010.</p>	<ul style="list-style-type: none"> <li>• Research models of good practice for the provision of temporary accommodation to families, single people and 16 and 17 year olds.</li> <li>• Re-provide shared accommodation with self contained accommodation to provide greater security and comfort to tenant.</li> <li>• Provide support enabling tenants to achieve goals and explore housing and employment options.</li> <li>• Support tenants to move on to permanent housing when they are ready for independent living.</li> <li>• Implement range of prevention options in this strategy</li> </ul>	<p>September 2008</p> <p>2010</p> <p>In place 2008</p> <p>2008</p> <p>2013</p>	<p>Housing Services Manager</p> <p>Temporary Accommodation Co-ordinator</p> <p>All</p>
<p>Improve the provision of accommodation, advice and support for young people at risk of homelessness in the Borough.</p>	<p>Reductions in the number of Young people presenting as homeless in the Borough.</p>	<ul style="list-style-type: none"> <li>• Investigate the possibility of extending the Night Stop Scheme from the current 3 days to up to 28 days, while other services try to offer an alternative solution. This would provide an alternative option to the Colchester Emergency Night Shelter (CENS).</li> <li>• Investigate the possibility of increasing the move on nomination rights of supported housing projects for young people in the Borough. An impact assessment is being</li> </ul>	<p>Research and Recommendations complete by June 2009.</p> <p>Implementation by end 2009</p> <p>Assessment carried out by end 2008.</p> <p>Recommendations Implemented by Single Referral Panel by end</p>	<p>Strategy Officer / Youth Homelessness Officer / Open Road</p> <p>CBL project officer / Strategy Officer / Housing Forum</p>



Identified need	What will be achieved	How will this be achieved	When will it be done by	Who will do it?
<p>Improve information collected on domestic violence and hate crime</p>	<p>Research the support needs of victims of domestic violence and hate crime. Results will be used to update the policies of CBC and enable existing services to be more effective in providing support.</p>	<p>carried out by CBC, results to be analysed and appropriate action taken.</p> <ul style="list-style-type: none"> <li>• Research undertaken at Colchester and Tendring Women's Refuge to be written up with recommendations</li> <li>• Recommendations to be reviewed and where possible implemented throughout CBC</li> </ul>	<p>2009</p> <p>1st event held in May 2008. Annually from then on December 2008 with annual review as part of Strategy update.</p>	<p>Strategy Officer / Colchester and Tendring Women's Refuge (CTWR) Domestic Violence Forum DVF Crime and Disorder Partnership (CRDP)</p>

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## Cabinet

9 July 2008

Item  
**10a**

<b>Report of</b>	<b>Monitoring Officer</b>	<b>Author</b>	<b>Andrew Weavers</b>
<b>Title</b>	<b>Revised Scheme of Delegation to Officers</b>		
<b>Wards affected</b>	Not applicable		

**This report request Cabinet to approve a revised scheme of delegation to officers.**

### 1. Decision Required

- 1.1 To approve the revised Scheme of Delegation to Officers from the Cabinet attached to this report and for it to be effective from 1 July 2008.

### 2. Reasons for Decision(s)

- 2.1 The existing Scheme of Delegation to Officers from the Cabinet requires updating to reflect the recent restructuring of the senior management arrangements and responsibilities.

### 3. Alternative Options

- 3.1 No alternative options are presented.

### 4. Supporting Information and Proposals

- 4.1 The present Scheme of Delegation to Officers from the Cabinet requires updating in order to make it reflect the senior management arrangements in relation to Heads of Service.
- 4.2 The restructuring of the responsibilities of Heads of Service from 1 July 2008 requires the Cabinet to approve a revised Scheme of Delegation to Officers which reflects the new senior management arrangements. A revised Scheme of Delegation to Officers is attached to this report which if approved will be included in the Constitution.

### 5. Strategic Plan References

- 5.1 The Constitution is an integral part of the Council's arrangements to ensure that it delivers quality services.

### 6. Financial Considerations

- 6.1 None

### 7. Equality, Diversity and Human Rights Implications

7.1 The Constitution provides a framework of standards the Council has committed itself to which clearly demonstrates how services are provided to residents in the Borough.

**8. Publicity Considerations**

8.1 Whatever changes may be agreed will need to be publicised by way of an amendment to the Constitution which is published on the Council's web site.

**9. Consultation Implications**

9.1 None.

**10. Community Safety Implications**

10.1 None

**11. Health and Safety Implications**

11.1 None

**12. Risk Management Implications**

12.1 None.

## **SCHEME OF DELEGATION TO OFFICERS**

The Cabinet has delegated to individual members of the Cabinet most of its executive powers of implementation within the confines of the Council's budget and policy framework.

In addition, the Council has delegated some of its regulatory powers to Planning Committee, Licensing Committee and Accounts and Regulatory Committee.

In order to ensure that business is conducted efficiently and that services are provided to the specified standards, the Council, Cabinet, Planning Committee, Licensing Committee and Accounts and Regulatory Committee have delegated some of their powers to officers.

There are two schemes of delegation which have been approved by the Cabinet:

1. Powers delegated to Cabinet Members.
2. Powers delegated to officers.

The following conditions apply to the powers delegated to officers by the Council, Cabinet, Planning Committee, Licensing Committee and Accounts and Regulatory Committee.

1. Every delegated power shall be exercised in the name of the Council.
2. The exercise of delegated powers shall be subject to the decision not being contrary to any policy of the Council as embodied in a formal resolution and recorded in the minutes of the Council or Cabinet.
3. All Key Decisions taken under this scheme are subject to the Call-in Procedure.
4. No officer shall exercise any delegated power that comprises a Key Decision unless that decision is contained within the Council's Forward Plan and complies with the Forward Plan process.
5. An officer exercising delegated powers shall do so in a manner consistent with the policy of the Council current at the time. The Proper Officer shall be the final arbiter of the interpretation of policy in relation to any matter.
6. In exercising delegated powers, an officer may incur expenditure only if appropriate provision has been made in the approved annual estimates and/or capital programme except as otherwise provided for in Financial Procedure Rules.
7. No action may be taken which is contrary to the Council's Constitution.
8. Where powers to acquire or dispose of property or land are being exercised, the delegation is subject to such acquisition or disposal being in accordance with terms approved by the District Valuer or other professional officer.
9. Delegated powers to acquire property shall not include power to acquire property compulsorily and any proposal to make a Compulsory Purchase Order shall be submitted to the Council as a recommendation.

10. Powers delegated to an officer may be exercised by another officer acting on behalf of the named officer, provided the latter has authorised the other officer so to act.
11. The Proper Officer may require that a decision which may be taken by an officer under this scheme shall be referred to the Council, the Cabinet or the Committee, as appropriate, for determination.
12. An officer exercising delegated powers in respect of any key decision shall record the decision and the reasons for it on the Decision Notice and shall deliver it to the Proper Officer who shall publish the Decision Notice in the approved manner.
13. Nothing in this scheme of delegation shall be construed in such a way as to remove the requirement that any proposal involving the granting of planning permission shall be submitted to the Planning Committee.
14. No officer shall have delegated power to incur any expenditure, to take any course of action or to enter an item of account contrary to a Prohibition Order made by the External Auditor under Section 25A of the Local Government Finance Act 1982.

**Note** Any reference to an Act of Parliament or Statutory Instrument shall include any statutory amendment or modification thereof.

## DELEGATION TO EXECUTIVE DIRECTORS

Where matters have been delegated in this Scheme to named Heads of Service, the delegation may also be exercised by an Executive Director.

## C O N T E N T S

<b>SCHEME OF DELEGATION:-</b>	<b>CABINET</b>	<b>COUNCIL</b>	<b>PLANNING</b>	<b>LICENSING</b>
<u>Officer</u>	<u>Page</u>	<u>Page</u>	<u>Page</u>	<u>Page</u>
Chief Executive				
Chief Executive and all Heads of Service				
All Heads of Service				
Head of Corporate Management				
Head of Environmental and Protective Services				
Head of Life Opportunities				
Head of Resource Management				
Head of Strategic Policy and Regeneration				
Head of Street Services				
Monitoring Officer				

# SCHEME OF DELEGATION TO OFFICERS BY THE CABINET

## Delegated to the Chief Executive

### GENERAL

1. To act as District Controller in all emergency matters.
2. To implement the electoral registration function.

### HUMAN RESOURCES

1. The implementation of locally determined pay awards to the employee group in accordance with the Council's agreed pay strategy for Council employees.

## Delegated to the Chief Executive and all Heads of Service

### FINANCIAL RESOURCES

1. To authorise financial remedies or compensation including; waiver or reduction of fees, ex-gratia or goodwill payments up to £3000 (Chief Executive) or £1000 (Heads of Service).
2. To incur revenue expenditure and recover revenue income up to the levels contained in the annual estimates of expenditure and income or any other approved revisions thereto.
3. To purchase works, supplies and services included in the approved capital programme.
4. To dispose of surplus or obsolete equipment plant, vehicles and stock on the most favourable terms in accordance with the Council's Financial Procedure Rules.
5. When a contract is won in open competition with another local authority or public body, following acceptance of the tender, power to offer to amend the tender sum if the authority or body is prepared to waive the requirement of a performance bond.
6. To employ such sub-contractors as may be required to fulfil all obligations entered into by the Council.
7. To purchase such works, supplies or services required to fulfil all obligations entered into by the Council.

### HUMAN RESOURCES

1. Subject to corporate policies and standards, to determine staffing levels for services within their Groups, including variations to meet budgetary and business plan requirements and to maintain efficient and effective services.
2. Subject to corporate policies and standards to determine recruitment, training and dismissal of staff.

3. Subject to corporate policies and standards to approve secondary employment, leave, overtime, training courses, membership of and attendance at professional bodies, granting of ex-gratia payments up to £500 (Chief Executive) or £250 (Heads of Service) to staff for damage and destruction of personal items resulting directly from their employment.

### **Delegated to all Heads of Service**

#### **GENERAL**

1. In respect of every function of the Council, power to serve Notices under section 16 of the Local Government (Miscellaneous Provisions) Act 1976 requiring information on interests in land.
2. To select shortlists of contractors to be invited to tender for contracts with the Council from those available pursuant to the Contract Procedure Rules.
3. Power to authorise requests in relation to applications for, renewal of and cancellation of covert or directed surveillance in accordance with the Regulation of Investigatory Powers Act 2000.

### **Delegated to the Head of Corporate Management**

#### **ENVIRONMENTAL PROTECTION**

1. To apply for an injunction to prevent the occurrence of indoor or outdoor entertainments (or similar events) where, in the opinion of the Head of Environmental and Protective Services, there is risk that a nuisance or a hazard to health and/or safety may be created and to give an undertaking in damages to a court if required.
2. Power to institute legal proceedings under the Dogs (Fouling of Land) Act 1996.
3. To prosecute applicants for hackney carriage and private hire licences who give false information on their application forms.
4. Power to institute legal proceedings under the Shops Act 1950 and the Sunday Trading Act 1994.
5. Power to institute legal proceedings under legislation relating to the quality, safety and content of food.
6. Power to institute legal proceedings under the Environmental Protection Act 1990 in relation to litter control subject to a report to appropriate Cabinet Member on action taken.
7. Power to institute legal proceedings in respect of the unauthorised disposal of trade refuse at Civic Amenity Sites.

#### **GENERAL**

1. Power to administer and effect changes in Members' Allowances consequent upon Councillors' and any co-opted persons' appointment changes.

2. Power to institute, defend or participate in any legal proceedings in any case where such action is necessary to give effect to decisions of the Council or in any case where the Proper Officer considers that such action is necessary to protect the Council's interests.
3. Power to authorise appearances in Court pursuant to section 60(2) of the County Court Act 1984 and section 223 of the Local Government Act 1972 on behalf of the Council.
4. Power to designate officers of the Council or nominated third parties who are performing statutory functions on behalf of the Council as 'authorised officers' for the purposes of carrying out any of the Council's functions under statutory enactments or regulations as may be relevant to that officer including the appointment and authorisation of inspectors under Section 19 of the Health and Safety at Work etc. Act 1974.
5. To institute proceedings where the requirements of Notices under section 16 of the Local Government (Miscellaneous Provisions) Act 1976 requiring information on interests in land are not complied with within the statutory time limits.
6. Power to make an application for an Anti- Social Behaviour Order under section 1 of the Crime and Disorder Act 1998.
7. Power to institute proceedings relating to abandoned vehicles under the Refuse Disposal (Amenity) Act 1978(as amended by the Clean Neighbourhoods and Environment Act 2005).
8. To make objections to the registration of Goods Vehicle Operating Centres pursuant to the approved policy.
9. To act as registrar of Local Land Charges.

## **HIGHWAYS**

1. Power to take prosecutions arising out of Section 6 of the Essex Act 1987 (damage to grass verges etc).
2. Power to prosecute offences under Paragraph 10 of Schedule 4 to the Local Government (Miscellaneous Provisions) Act 1982 relating to illegal street trading.
3. Authority to approve street names under section 17 of the Public Health Act 1925 where there are no objections and to object to a suggested street name.
4. Authority to determine house numbering under section 64 of the Town Improvement Clauses Act 1847.

## **HUMAN RESOURCES**

1. The signing and issuing of all contracts of employment and of any associated terms and conditions
2. The granting of temporary Council housing accommodation to new staff for up to one year, after consultation with the appropriate Cabinet Member.



3. To approve regradings following evaluation in accordance with the approved job evaluation scheme.
4. To authorise agreements in respect of applications made to the Advisory Conciliation and Arbitration Services. These agreements to be only used in instances where there are pending employment tribunal claims and with the prior agreement of the relevant Head of Service. Each agreement must be supported by the appropriate analysis which clearly defines the business benefits of the agreement.

### **PUBLIC SECTOR HOUSING**

1. After consultation with the Head of Life Opportunities, to commence injunction proceedings against tenants causing nuisance/annoyance to their neighbours where he/she is satisfied upon evidence that it is appropriate to do so.

## **Delegated to the Head of Environmental and Protective Services**

### **ENVIRONMENTAL PROTECTION**

1. Power to agree payments for compensation arising under section 20 of the Public Health (Control of Disease) Act 1984, up to the limit prescribed in the Council's Financial Management Procedures for payments from the Insurance Provision, when satisfied with the Head of Financial Services that the claims are reasonable and justified.
2. To administer relevant environmental protection provisions, give directions, serve notices, enforce, carry out works in default, issue formal cautions and to lay information and complaints to Court in relation to offences in appropriate cases under the following Acts and any Act or Acts extending or amending the same or incorporating them and under any order or regulations made under the said Act or Acts:

Anti-Social Behaviour Act 2003  
 Building Act 1984  
 Clean Air Act 1993  
 Clean Neighbourhoods & Environment Act 2005  
 Control of Pollution Act 1974  
 Environment Act 1995  
 Environmental Protection Act 1990  
 Essex Act 1987  
 Local Government Act 1972  
 Local Government Miscellaneous Provisions Act 1976  
 Local Government Miscellaneous Provisions Act 1982  
 Noise & Statutory Nuisance Act 1993  
 Pollution, Prevention & Control Act 1999  
 Prevention of Damage by Pests Act 1949  
 Public Health Act 1936  
 Public Health Act 1961  
 Water Industries Act 1991  
  
 Health and Safety at Work etc Act 1974  
 Food Safety Act 1990

European Communities Act 1972  
Sunday Trading Act 1994  
Health Act 2006

3. Power to object to applications for consent to discharge under section 119 of the Water Industry Act 1991.
4. To authorise works being carried out in default up to a maximum cost of £5,000 in cases where a breach of legislation can be remedied by the Council carrying out works in default.
5. Control of the drainage of paved areas under section 84 of the Building Act 1984.
6. Power to take such action as may be necessary to deal with dangerous trees under section 23 of the Local Government (Miscellaneous Provisions) Act 1976 and to appoint other named officers to enter land to ascertain whether action should be taken under section 23 of the Act.
7. The approval, disapproval or rejection of plans for the purposes of building regulations and power to dispense with or relax building regulations under statutory requirements.
8. Power to take appropriate action under sections 7 and 13 of the Essex Act 1987 relating to building regulations.
9. Power to take appropriate action under section 77 and 78 of the Buildings Act 1984 in respect of dangerous buildings.
10. Power to take appropriate action and to serve counter-notices relating to the demolition of buildings under sections 80 and 81 of the Buildings Act 1984.
11. Power to take appropriate action under the Safety at Sports Grounds Act 1975 (as amended) following consultation with Essex County Council and Essex Police.
12. Service of Notices under section 262 of the Public Health Act 1936 relating to culverting of watercourses and ditches, and the institution of legal proceedings where Notices are not complied with after consultation with the Ward Councillors.
13. Power to reply to consultations from Essex County Council on licences for the disposal of refuse.
14. Arrangements for funerals under the Public Health (Control of Disease) Act 1984.
15. Take all necessary legal action required to enforce the provisions of relevant legislation relating to the following environmental protection functions:
  - Air quality
  - Contaminated land
  - Culverting of watercourses and ditches
  - Smoke from bonfires
  - Determination of applications for the installation of boilers, furnaces and chimneys
  - Filthy and verminous premises, articles and persons
  - Houseboats
  - Noise from construction sites

- Noise in the street
  - Obstructed, blocked or defective drains and private sewers and/or insufficient provision of drainage
  - Overflowing cesspools and septic tanks
  - Prescribed processes liable to give rise to air pollution
  - Prevention of damage by pests
  - Re-securing empty or unoccupied buildings
  - Statutory nuisances
  - Surface water drainage
  - Water supply
  - Employment of persons relating to health and safety at work in premises
  - Sunday trading
  - Licensing, registration and hygiene standards of food premises and other commercial or domestic premises
  - Quality, safety and content of food produced, sold or stored within the Borough of Colchester
- 
- Control of infectious diseases
  - Port Health matters
  - Dog control
  - Pest control
  - Sale or keeping of animals
16. To administer relevant anti-social behaviour provisions, give directions, serve notices, enforce, carry out works in default, issue formal cautions and to lay information and complaints to Court in relation to offences in appropriate cases under the following Acts and any Act or Acts extending or amending the same or incorporation them and under any order of regulations made under the said Act or Acts:
- Anti Social Behaviour Act 2003
  - Crime & Disorder Act 1998
  - Criminal Justice & Police Act 2001
  - Criminal Justice & Public Order Act 1994
  - Housing Act 1996
  - Local Government Act 1972
  - Local Government Act 2000
  - Police & Justice Act 2006
  - Protection from Harassment Act 1997
  - Serious Organised Crime & Police Act 2005
17. To take all necessary legal action required to enforce the provisions of relevant legislation relating to the following anti-social behaviour control functions:
- Behaviour which causes alarm, distress or harassment to persons not of the same household
  - Unauthorised Encampments of Gypsies or travellers
18. Power to take action within the approved budget and policy objectives of the Council in relation to the cemetery and crematorium.
19. The granting of Rights of Burial at the cemetery other than the fixing of charges.

## **GENERAL**

1. To act as the Appointing Officer under the Party Wall etc Act 1996.

## **MUSEUMS**

1. Power to take action within the approved budget and policy objectives of the Council in relation to the museum service.
2. Agreement of reproduction and copyright fees in respect of museum items.
3. Power to take action within the approved budget and policy objectives of the Council in relation to the presentation, conservation and/or restoration of archaeological sites and monuments.
4. Power to agree minor amendments to fees and charges relating to museum services in response to changes in market forces after consultation with the appropriate Cabinet Member.
5. To act as lead officer for the Council in accordance with the Colchester and Ipswich Joint Museums Committee Agreement

## **Delegated to the Head of Life Opportunities**

## **COMMUNITY**

1. Power to take action within the approved budget and policy objective of the Council in relation to the management and maintenance of Activity Centres for the purpose of providing activities for the elderly.

## **COMMUNITY PARTNERSHIPS**

1. Power to take action within the approved budget and approved policy objectives of the Council in relation to:
  - a) the promotion of Community Partnerships
  - b) the management and maintenance of the Community Partnerships Team

## **LEISURE - GENERAL**

1. Power to agree minor amendments to fees and charges relating to leisure services in response to changes in market forces.

## **PARTNERSHIP WORKING**

1. To represent the Council's interests on the Members' Council of Colchester Hospital University NHS Foundation Trust.
2. To represent the Council's interests on the Colchester Children and Young People's Strategic Partnership Board.
3. To represent the Council's interests on any partnership with which the Council may be involved from time to time.

## PRIVATE SECTOR HOUSING

1. The determination of applications for housing advances.
2. To authorise works being carried out in default up to a maximum cost of £5,000 in cases where a breach of legislation can be remedied by the Council carrying out works in default.
3. To reclaim money recoverable where conditions relating to house renovation grants are not met, subject to a right of appeal to the appropriate Cabinet Member.
4. To administer the provisions of the Council Financial Assistance Policy for Private Sector Housing including:
  - a) Disabled Facilities Grants, Disabled Facilities Assistance, Home Safety Grants, Home Repair assistance, Home Renovation Assistance, Landlord energy Efficiency Grants, HMO Fire Safety Grants, Landlord Renovation Grants and Landlord Empty Property Loans and in particular to determine all applications, authorize payment of grants or loans, issue certificates, reclaim monies where conditions relating to grants or loans are not met or when a property is sold.
5. To exercise the powers available under the provisions of Parts 1, 2, 3 and 4 of the Housing Act 2004 ("the 2004 Act") and any orders or regulations made in respect of private sector housing and in particular to:
  - a) administer the relevant enforcement provisions and serve notices or orders including taking emergency remedial action in appropriate cases as provided for in Part 1 of the 2004 Act
  - b) be the Proper Officer for the purposes of section 4(2) of the 2004 Act (dealing with official complaints)
  - c) impose reasonable charges for enforcement action as allowed for by Section 49 of the 2004 Act
  - d) administer the relevant licensing provisions and determine applications for licences as provided for in Part 2 or Part 3 of the 2004 Act
  - e) administer the additional control provisions in relation to residential premises including the application of management orders, empty dwelling management orders and overcrowding notices as provided for in Part 4 of the 2004 Act
  - f) approve and enter into such nomination, management and other agreements as shall be necessary for the purpose of implementing management orders or empty dwelling management orders under Part 4 of the 2004 Act.
  - g) authorise officers to enter premises in connection with their duties under sections 131, 239, 243(3) and paragraph 3(4) of Schedule 3 and paragraph 25 of Schedule 7 of the Act and to authorise officers to require documents to be produced under section 235 of the 2004 Act
  - g) take appropriate enforcement action in accordance with the provisions of the Act to recover any costs, expenses, fees or other monies due to the Council from actions taken under the provisions of the 2004 Act
  - h) determine applications for HMO licences under Part 2 of the 2004 Act
  - i) grant, revoke or vary such licences and issue any necessary notices or certificates for those purposes
  - j) grant temporary exemption from licensing under section 62 of the 2004 Act
  - k) determine the conditions that should be attached to HMO licences that are

- granted or varied
- l) exercise the enforcement provisions in respect of the licensing of HMO's set out in Part 2 of the 2004 Act
  - m) the implementation of the transitional arrangements for HMO licensing under section 76 of the 2004 Act and the issue of any necessary notices or certificates
6. To administer relevant private sector housing provisions, give directions, serve notices, enforce, carry out work in default, issue formal cautions and to lay information and complaints to Court in relation of offences in appropriate cases under the following Acts and any Act or Acts extending or amending the same or incorporating them and under any order of regulations made under the said Act or Acts:
- Public Health Act(s) 1936 and 1961
  - Local Government (Miscellaneous Provisions) Acts 1976 and 1982
  - Building Act 1984
  - Housing Act 1985
  - Environmental Protection Act 1990
7. To administer the provisions of the Colchester Borough Council (Registration of Houses in Multiple Occupation) Control Scheme 1998.

### **PUBLIC SECTOR HOUSING**

1. The assessment of housing need of applicants admitted to the Housing Needs Register, the allocation of tenancies of Council dwellings, the nomination of applicants for tenancies of Registered Social Landlord dwellings.
2. To use any Council dwellings within the Housing Revenue Account for the purposes of Part VII of the Housing Act 1996 and to use bed and breakfast accommodation for homeless families in cases of emergency.
3. Determination of applications relating to homelessness under Part VII of the Housing Act 1996.

### **RECREATION**

1. Power to take action within the approved budget and policy objectives of the Council in relation to the promotion and encouragement of recreational events.
2. Power to take action within the approved budget and policy objectives of the Council in relation to liaison with voluntary organisations and clubs in the development and use of sporting and recreational facilities.
3. The granting of easements, way leaves, licences and sale of small areas of leisure services land.
4. Letting of beach hut sites and administration thereof other than fixing of charges.
5. Letting of open spaces, allotments and recreation grounds other than fixing of charges.
6. Granting free use of open spaces and recreation grounds to charitable, voluntary and non-profit making organisations.

7. Refusal of applications for the purchase of land held as open spaces, recreation grounds and allotments.
8. Acceptance or refusal of open space donated to the Council in accordance with the conditions of planning consents.
9. Power to take such action as considered necessary to deal with dangerous trees on land under the operational management of the Council.
10. All matters relating to the enforcement of and prosecution of alleged offenders relating all leisure relating byelaws made by the Council and in particular:-
 

The Maldon District and Colchester Borough Byelaws relating to the River Blackwater made by the Maldon District Council and the Council and confirmed on 21 July 1999.

The byelaws for the proper regulation of the speed of pleasure boats within the Harbour of Colchester made by the Council on 7 June 1972 and confirmed on 26 March 1973 (as amended by the byelaws made on 10 June 1985) and confirmed on 19 July 1985.

The Seashore byelaws made by the Council on 29 August 2001 and confirmed on 5 November 2001.
11. To provide play equipment on play areas.
12. Power to take action under the Wildlife and Countryside Act 1981.
13. Granting and management of mooring rights in the River Colne.

<b>Delegated to the Head of Resource Management</b>
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### **FINANCIAL RESOURCES**

1. The operation of the Collection Fund including the power to invest surplus monies and to borrow to cover any shortfall in monies required by the Fund.
2. To implement variations to the interest rates chargeable on all Council mortgages and to determine the date for implementation in accordance with the notifications received from the Secretary of State subject to the appropriate Cabinet Member being informed of the action taken.
3. The Council's Treasury Management Function in accordance with the approved Treasury Policy Statement.
4. Authority to write-off individual bad debts not exceeding £5,000.
5. Matters relating to procurement.
6. The collection and recovery of any Council Tax, rates or residual community charge payable and to carry out or make appropriate arrangements for the carrying out of all the Council Tax, rating and residual community charge functions of the Council including the following powers in respect of Council Tax, residual community charge and national non-domestic rating:-

### **Council Tax and Residual Community Charge**

- To impose and/or quash penalties.
- To take summary proceedings in the Magistrates Court for recovery (including penalties).
- To exercise distraint, issue requests for information, apply for attachment of earnings orders, deduction from income support, committal to prison and to issue winding up/bankruptcy proceedings and charging orders.
- To select and appoint bailiffs and tracing agents.
- To refund all payments and interest where appropriate.
- To write-off individual bad Council Tax and Community Charge debts up to £5,000.
- To estimate occupancy level for collective community charge when the landlord has defaulted.
- To execute arrest warrants issued by the Magistrates' Court and to select and appoint suitably qualified contractors if necessary.

### **National Non-Domestic Rating**

- To take summary proceedings in the Magistrates Court for recovery.
  - To exercise the Council's power of distraint, committal to prison, bankruptcy/winding up proceedings.
  - To select and appoint bailiffs and tracing agents.
  - To refund all payments and interest where appropriate.
  - To write-off individual bad National Non-Domestic Rate debts up to £5,000.
  - To grant allowances under section 44 of the Local Government Finance Act 1988.
  - To grant discretionary relief under section 47 of the Local Government Finance Act 1988 within criteria set down by the Council.
  - To reduce or remit liability on the grounds of hardship under section 49 of the Local Government Finance Act 1988.
  - To execute arrest warrants issued by the Magistrates' Court and to select and appoint suitably qualified contractors if necessary.
7. To operate and administer the Council Tax Benefit Scheme and the recovery of overpayment Council Tax Benefit and including the waiving of recovery of overpayments and to accept late applications (including consideration of backdating of benefit) where appropriate and to top up the benefit payable to the most vulnerable who are not in receipt of maximum benefit.
  8. To operate and administer the Housing Benefit Scheme and the recovery of overpayment Housing Benefit and including the waiving of recovery of overpayments and to accept late applications (including consideration of backdating of benefit) where appropriate and to top up the benefit payable to the most vulnerable who are not in receipt of maximum benefit.
  9. The use of debt collection agencies to recover Housing Benefit and Council Tax Benefit overpayments.
  10. To commence legal proceedings for the recovery of Housing Benefit overpayments and in cases of fraud.
  11. To write-off individual irrecoverable Housing Benefit Overpayments up to £5,000.
  12. To administer the Concessionary Fares Scheme.



13. Authority to exercise discretion to agree such arrangements as are considered appropriate with borrowers in arrears to assist them in meeting their mortgage obligations.

## **PROPERTY**

1. To grant licenses, easements and way leaves and agree the sale of small areas of land and electricity sub-station sites.
2. To manage and let land or property held in advance of the Council's requirements and held for investment purposes.
3. To let and assign leases in respect of shops on Council housing estates.
4. To grant leases on the Council's industrial estates after consultation with the appropriate Cabinet Member.
5. To negotiate and agree rent reviews on the Council's leasehold properties.
6. Power to take action within the approved budget and approved policy objectives of the Council in relation to:
  - a) the promotion, management and maintenance of the Estates Team
  - b) the management and maintenance of the Council's assets.

<b>Delegated to the Head of Strategic Policy and Regeneration</b>
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## **ARTS AND CULTURE**

1. Power to take action within the approved budget and policy objectives of the Council in relation to management and funding of the Mercury Theatre, Colchester Arts Centre and any similar organisations.
2. Power to take action within the approved budget and policy objectives of the Council in relation to the care of the Council's art collection and artifacts.
3. Power to take action within the approved budget and policy objectives of the Council in relation to the promotion and encouragement of events of cultural and artistic merit.

## **ENTERPRISE**

1. Power to take action within the approved budget and approved policy objectives of the Council in relation to:
  - (a) the promotion of economic development
  - (b) the management and maintenance of the Enterprise Team

## **ENVIRONMENTAL POLICY**

1. Power to take action within the approved budget and approved policy objectives of the Council in relation to:
  - (a) The production of the Local Development Framework;
  - (b) Development of policy for the provision of homes, jobs and places to create sustainable communities;
  - (c) Development of policy and project implementation with regard to planning, transportation and waste.
2. Power to take action under the Conservation (Natural Habitats) Regulations 1994.

## **HOUSING POLICY**

1. Power to take action within the approved budget and policy objective of the Council in relation to housing strategies.
2. Power to take action within the approved budget and policy objective of the Council in relation to the dissemination of information regarding all housing matters.
3. To act as lead officer for the Council in accordance with the Management Agreement dated 11 August 2003 between the Council and Colchester Borough Homes Limited.
4. To manage the Housing Revenue Account budget.

## **REGENERATION**

1. Power to take action within approved programme, budget and policy objectives of the Council in relation to regeneration activities in the four main regeneration areas: St Botolph's, East Colchester, North Colchester and the Garrison

## **TOURISM**

1. Power to take action within the approved budget and policy objective of the Council in relation to the management and maintenance of a Visitor Information Centre and the promotion of the Borough for tourism purposes.
2. Power to take action within the approved budget and policy objective of the Council relation to liaison with other tourist agencies.

## **TOWN TWINNING**

1. Power to take action within the approved budget and policy objective of the Council in relation to town twinning (except civic aspects) and encourage exchange visits between local groups and similar groups in twinned towns.

**Delegated to the Head of Street Services**

## **COMMUNITY**

Part 3 - Page

1. Power to take action within the approved budget and policy objective of the Council in relation to the management and provision of the Council's community alarm (Helpline) service for the elderly.

### **CRIME AND DISORDER**

1. Power to take action within the approved budget and policy objective of the Council in relation to the management and provision of the Council's CCTV system to contribute to the reduction of crime and disorder in Colchester.

### **PUBLIC PROTECTION**

1. Power to take appropriate action under Part II of the Land Drainage Act 1991 (facilitating or securing the drainage of land or dealing with flooding).
2. Day to day operation of markets and the granting of Christmas Eve markets.
3. Fixing and levying of charges in accordance with Council policy in relation to street trading.
4. The granting, suspension or revocation of street trading licences.

### **TRAFFIC MANAGEMENT**

1. To consolidate into a single order any waiting restriction orders currently in force when amendments to waiting restrictions in the villages are proposed.
2. Power to approve and rescind Traffic Regulation Orders relating to disabled parking bays under the Road Traffic Regulation Act 1984.

### **TRANSPORTATION**

1. Temporary road closures under the Town Police Clauses Act 1847 in connection with functions, after consultation with Essex County Council and the Police.
2. Power to erect suitable Notices on grass verges etc under section 6 of the Essex Act 1987.
3. Power to arrange for the removal of vehicles on grass verges etc under section 6 of the Essex Act 1987.
4. Service of notices under section 46 of the Environmental Protection Act 1990 for the provision of waste receptacles.
5. Power to serve notices under sections 92 and 93 of the Environmental Protection Act 1990 in relation to Litter Abatement Notices and Street Litter Control Notices subject to report to appropriate Cabinet Member on action taken.
6. Day to day management of car parks, residents' parking schemes and decriminalised parking including determination of applications from organisations for the short term use of car parking spaces on public car parks which are similar to applications previously agreed by the appropriate Cabinet Member.

7. To enable management of parking under appropriate sections of legislation, a power to make or vary Off Street Car Park Orders and Traffic Regulation Orders under either the Road Traffic Regulation Act 1984 or the Traffic Management Act 2004 (as appropriate).
8. To consolidate into a single order any waiting restriction orders currently in force when amendments to waiting restrictions in the villages are proposed.
9. Power to approve and rescind Traffic regulation Orders relating to disabled parking bays under the Road Traffic Regulation Act 1984.
10. Power to take all necessary action under the following sections of the Highways Act 1980:-

Section

- |           |  |
|-----------|--|
| 25        | To respond to consultations concerning creation of footpath or<br>bridleway by agreement |
| 151       | Soil washed on to streets  |
| 152       | Removal of projections from buildings  |
| 153       | Opening of doors on to streets   |
| 154       | Cutting or felling trees   |
| 164       | Removal of barbed wire   |
| 165       | Dangerous land   |
| 166       | Forecourt abutting street  |
| 174       | Execution of street works  |
| 179       | Control of construction of cellars   |
| 293 & 294 | Powers of entry  |
| 296       | Execution of works   |
| 297       | Information as to ownership of land  |
| 305       | Recovery of expenses   |
11. Power to take all necessary action in relation to vehicles for sale on a road and vehicles being repaired on a road under sections 3 and 4 of the Clean Neighbourhoods and Environment Act 2005
  12. Power to take appropriate action regarding abandoned vehicles under sections 3,4 and 5 of the Refuse Disposal (Amenity) Act 1978 (as amended by the Clean Neighbourhoods and Environment Act 2005).

**WASTE POLICY**

1. To negotiate and agree contracts for the sale of material collected for recycling or salvage and from time to time to review the operation of such contracts to determine that best value is being achieved in relation to the Council's objectives.

**WASTE COLLECTION**

1. Power to take action within the approved budget and policy objectives of the Council in relation to refuse collection, street cleaning, litter collection and removal, recycling, composting, workshops, fleet and toilets.

**Delegated to the Monitoring Officer**

## GENERAL

1. To respond on behalf of the Council to all enquiries from the Ombudsman including the determination of levels of compensation payable in respect of local settlements.
2. To agree with Heads of Service responsibility for any other Acts or regulations that may be relevant to the Heads of Services' area and to maintain a written record of such delegations.
3. Power to designate officers of the Council or nominated third parties who are performing statutory functions on behalf of the Council as 'authorised officers' for the purposes of carrying out any of the Council's functions under statutory enactments or regulations as may be relevant to that officer including the appointment and authorisation of inspectors under Section 19 of the Health and Safety at Work etc. Act 1974.
4. Power to authorise appearances in Court pursuant to section 60(2) of the County Court Act 1984 and section 223 of the Local Government Act 1972 on behalf of the Council.
5. Power to institute, defend or participate in any legal proceedings in any case where such action is necessary to give effect to decisions of the Council or in any case where the Proper Officer considers that such action is necessary to protect the Council's interests.
6. To sign on behalf of the Council all Inland Revenue Land Transaction Return Forms, Land Registry declarations and forms and Court declarations and forms.

# SCHEME OF DELEGATION TO OFFICERS BY THE COUNCIL

## Delegated to the Chief Executive

### ELECTIONS

1. Assignment of officers to the Electoral Registration Officer.
2. Assistance at European Parliamentary elections.
3. The holding of elections/the filling of certain vacancies.
4. The declaration of vacancies.
5. Notices of casual vacancies.
6. Fees for and conditions of supply of elections documents.
7. All other functions relating to elections and electoral registration.

### GAMBLING ACT 2005

1. Review of premises licences.

## Delegated to Heads of Service

1. Power to appoint officers for particular purposes (appointment of "Proper Officers").
2. Power to appoint staff (below Head of Service level), and to determine the terms and conditions on which they hold office (including procedures for their dismissal).
3. Power to make payments or provide benefits in cases of maladministration.

## Delegated to Head of Resource Management as Chief Finance Officer

1. Functions relating to local government pensions.
2. Duty to make arrangements for proper administration of financial affairs etc.
3. Power to make and amend Financial Procedure Rules.

# SCHEME OF DELEGATION TO OFFICERS BY THE PLANNING COMMITTEE

## Delegated to the Head of Environmental and Protective Services

1. The determination of all planning applications irrespective of sale and size including changes of use and all applications for Listed Building Consent and Conservation Area Consent except any application:
  - (a) contrary to the provisions of an approved or draft development plan, and which is recommended for approval;
  - (b) contrary to approved Council policies or standards and which is recommended for approval;
  - (c) which any Councillor requests in writing to the Head of Planning, Protection and Licensing Services within 21 days of the date of the weekly list circulating details of the application, should be subject of consideration by the Committee;
  - (d) on which a material planning objection(s) (including those from Parish/Town Councils and statutory consultees) has been received in the stipulated time span, which has not been resolved by negotiation or through the imposition of conditions; however, this subsection shall not apply:
    - (i) to proposed development involving the extension/alteration of a single dwelling unit;
    - (ii) all types of applications that are recommended for refusal;
  - (e) submitted by or on behalf of a Colchester Borough Council Councillor (or their spouse/partner) or by any Council officer (or their spouse/partner);
  - (f) submitted by or on behalf of the Council or Essex County Council except for the approval of routine minor developments to which no objection has been received;
2. The determination of applications for approval of reserved matters, details required by a condition on a planning permission and minor amendment unless the Planning Committee at the granting of the outline permission indicates that it requires to determine the aforementioned matter itself.
3. The determination of applications for consent to display advertisements.
4. Authority to make observations on applications to be determined by another local planning authority (normally but not exclusively Essex County Council) except where the application falls outside the general category of delegation under Paragraph 1. Where an application is required to be considered by the Committee and the local planning authority determining the application does not accede to a request for additional time to enable such consideration to be undertaken, the Head of Environmental and Protective Services may make provisional comments.
5. The determination of applications for Certificates of Lawfulness or applications for the determination as to whether prior approval of details is required.

6. Authority to refuse planning applications where a proposed legal agreement remains uncompleted for six months from the decision regarding its provision.
7. Authority to appoint consultants where the Council's case may be enhanced or when specialist information needs to be provided.
8. Power to make and confirm tree preservation orders where there are no unresolved objections thereto and to determine applications to carry out works to preserved trees and trees in Conservation Areas.
9. Authority to administer the Hedgerow Regulations 1997 and to issue notice in accordance with the Council's policy.
10. Service of Building Preservation Notices.
11. Authority to institute proceedings in respect of any offence against the advertisement regulations, including prosecution where it is considered appropriate. In the cases where repeated prosecution fails, this includes the authority to seek an injunction under Section 222 of the Local Government Act 1972.
12. Authority to institute proceedings in respect of any enforcement actions where a valid notice exists, no appeal decision thereon is pending, the prescribed time for compliance with the notice has expired, and where the breach of planning control continues to exist.
13. Authority to serve "Planning Contravention Notices" under the Town and Country Planning Act 1990, Sections 171(C) and 171(D), and to arrange for the institution of proceedings where the requirements of such Notices are not complied with within statutory time limits.
14. Authority to serve "Breach of Condition Notices" under the Town and Country Planning Act 1990, Section 187(A), and to arrange for the institution of proceedings where the requirements of such Notices are not complied with within statutory time limits, subject to a report being made to the Committee as soon as practical thereafter.
15. Authority to serve an enforcement notice, stop notice or breach of condition notice under the Town and Country Planning Act 1990 (Part VII), where the land has been in use as a car boot sale or market for more than fourteen days in any one calendar year and to arrange for the institution of proceedings where the requirements of such Notices are not complied with within statutory time limits.
16. Power to serve a notice under Section 330 of the Town and Country Planning Act 1990 (to require information as to interests in land).
17. Authority to give a screening opinion under the Town and Country Planning (Environmental Impact Assessment) Regulations 1999 as to whether an Environmental Impact Assessment is required and to determine the scope of the environmental issues to be covered in any such assessment subject to notification of the Ward Councillors forthwith upon the giving of such an opinion.
18. Authority to respond to all notifications of schemes within the Borough for the installation of a cable television network under the Town & Country Planning General Development Order 1995 and the Telecommunications Act 1984.



19. Authority to defend the Council's decision in respect of any appeal proceedings, provided that where any additional or revised information is submitted which may overturn the Council's initial decision, the case shall be referred back to Planning Committee to determine the Council's case. In the event that timescales do not allow the matter to be referred back to Planning Committee, then the Head of Environmental and Protective Services shall consult the Planning Committee Chairman, and Group Spokespersons, before determining the Council's case. In the unlikely event that none of the foregoing is possible, then as an emergency procedure, an Executive Director can determine the action required, which will be reported to Committee as soon as is practical thereafter.
20. Authority to institute legal proceedings (including the serving of injunctions and enforcement notices) under the Town and Country Planning Act 1990 (Part VII and Part VIII) and the Town and Country Planning (Listed Building and Conservation Areas) Act 1990 (Part IV) where it is considered the most appropriate remedy in relation to the circumstances of the case, and expedient to do so, without referral to Planning Committee, subject to a report being made to Committee as soon as practical thereafter.
21. That, subject to written confirmation from the Head of Financial Services and the Monitoring Officer, the Head of Environmental and Protective Services be authorised to agree the release of funds secured by means of a legal agreement under the Planning Acts for expenditure, for purposes solely in accordance within the specified legal agreement. Such delegated powers would only operate where such expenditure is entirely in accordance with the legal agreement attached to the development.
22. Authority to prosecute for the failure to comply with the statutory time limit imposed by any notices served in respect of Section 16 of the 1976 Act and Sections 171C, 171D and 330 of the Town and Country Planning Act 1990, or for providing false/misleading information.
23. Determination of cases where:
  - (i) investigations conclude that no breach of planning has occurred and therefore no further action is required;
  - (ii) a breach of control has occurred but it is not expedient in the public interest to take action;
  - (iii) investigations conclude that a breach has occurred in excess of four years or ten years (as appropriate) and is therefore, immune from further action.
24. Power to make orders for the creation, diversion or extinguishment of public rights of way.

# SCHEME OF DELEGATION TO OFFICERS BY THE LICENSING COMMITTEE

## Delegated to the Head of Environmental and Protective Services

1. Determination of applications and issue of licences, permits, registrations and certificates where no objections have been received in respect of:-
  - Amusement with Prize Machines
  - Animal Boarding Establishments
  - Betting, Gaming and Lotteries
  - Caravan Sites
  - Cinemas and Theatres
  - Dangerous Wild Animals
  - Deratting and Deratting Exemptions
  - Dog Breeding Establishments
  - Food Exports
  - Food Hawkers
  - Food Premises
  - Game Dealers
  - Hackney Carriage and Private Hire Vehicles drivers and operators
  - House to House and Street Collections
  - Knackers Yards
  - Late Night Refreshments
  - Minibuses
  - Moneylenders
  - Motor Cycle Scramble Track Practices and Events over Public Footpaths
  - Pawnbrokers
  - Pet Shops
  - Pleasure Boats and Boatmen
  - Premises and persons involved in acupuncture, tattooing, ear piercing and electrolysis
  - Public Entertainments (including registered door staff)
  - Rag and Bone Dealers
  - Riding Establishments
  - Scrap Metal Dealers
  - Sex Shops
  - Sports Entertainment
  - Stage Plays
  - Zoos
2. Revocation or suspension of licences, permits, registrations, certificates.
3. Approval of individual identification signs for display on taxis and private hire vehicles, after consultation with the Chairman of the Licensing Committee.
4. To determine applications for permission to place advertisements on hackney carriages and private hire vehicles.
5. Determination of motor salvage operators' licences.

**The determination of the following Licensing Act 2003 functions:**

<b>Matter to be dealt with</b>	<b>Delegated to Head of Environmental and Protective Services</b>
<b>PERSONAL LICENCES</b>	
Application for a personal licence	If no objection is made
Application for personal licence with unspent convictions	
Application to vary designated personal licence holder	All other cases
Request to be removed as a designated personal licence holder	All cases
<b>PREMISES LICENCES AND CLUB PREMISES CERTIFICATES</b>	
Application for premises licence/club premises certificate	If no representation is made
Application for provisional statement	If no representation is made
Application to vary premises licence/club premises certificate	All other cases
Application for transfer of premises licence	All other cases
Application for interim authorities	All other cases
Application to review premises licence/club premises certificate	
Decision on whether a complaint is irrelevant, frivolous, vexatious, etc	All cases
Decision to object when local authority is a consultee and not the lead authority	All cases
<b>TEMPORARY EVENT NOTICES</b>	
Determination of a Police representation to a temporary event notice	
<b>RIGHT TO DISPENSE WITH HEARING</b>	
Dispensation of need to hold hearing if all persons required by the Licensing Act 2003 (other than the Authority) have written and agreed that a hearing is unnecessary	All cases

**The determination of the following Gambling Act 2005 functions:**

<b>Matter to be dealt with</b>	<b>Delegated to Head of Environmental and Protective Services</b>
Final approval of three year licensing policy	
Policy not to permit casinos	
Application for Premises Licence	Where no representations received or representations have been withdrawn
Application for a variation to a licence	Where no representations received or representations have been withdrawn
Application for a transfer of a licence	Where no representations received from the Commission
Application for a provisional statement	Where no representations received from the Commission
Application for club gaming/club machine permits	Where no objections made/objections have been withdrawn
Application for other permits	
Cancellation of licensed premises gaming machine permits	
Application for other permits	
Cancellation of licensed premises gaming machine permits	
Consideration of temporary use notices	
Consideration of occasional use notices	

PETITIONS, PUBLIC STATEMENTS, QUESTIONS

Date of Meeting	Details of Member of the Public	Subject Matter	Form of Response	Date Completed
Council 14 May 2008	Paula Whitney	Sustainability, waste and transport issues	Comments acknowledged at meeting	14 May 2008
Council 14 May 2008	Robert Johnstone	Welcome to new administration and thanks to Brain Jarvis	Comments acknowledged at meeting	14 May 2008
Council 14 May 2008	Alderman Cooke	Eligibility criteria for Honorary Alderman	Oral response provided by the Portfolio Holder for Culture, Tourism and Diversity	14 May 2008

Date of Meeting	Details of Member of the Public	Subject Matter	Form of Response	Date Completed
Cabinet 21 May 2008	Paula Whitney	Waste Strategy and transport issues	Written response sent by Head of Housing and Environmental Policy	28 May 2008
Cabinet 21 May 2008	Peter Lynn	Air Quality at Brook Street	Oral response provided by the Leader of the Council and Portfolio Holder for Street and Waste Services followed by written response.	23 May 2008
Cabinet 21 May 2008	Adrian Lynn	The benefits of trams as a form of public transport and anti social behaviour in the Castle park	Oral response provided by the Portfolio Holder for Street and Waste Services followed by written response by the Leader of the Council.	22 May 2008
Cabinet 21 May 2008	Michael Heaton	Waste collection contract, the provision of street cleaners in the town centre and tourist information booths in shopping centres	Oral response provided by the Portfolio Holder for Street and Waste Services and the Portfolio Holder for Culture, Tourism and Diversity followed by written response.	29 May 2008

Date of Meeting	Details of Member of the Public	Subject Matter	Form of Response	Date Completed
Cabinet 21 May 2008	Andy Hamilton	Visual Arts Facility	Comments acknowledged at meeting followed by written acknowledgement	17 June 2008.



## Cabinet

9<sup>th</sup> July 2008

Item

<b>Report of</b>	<b>Head of Communities and Enterprise</b>	<b>Author</b>	<b>Gill Bellenie</b>
<b>Title</b>	<b>Disposal of Layer Road Football Ground</b>		<b>☎ 282236</b>
<b>Wards affected</b>	Shrub End		

**This report concerns the disposal of the Layer Road Football ground.**

### 1. Decision(s) Required

1.1 To progress and complete the sale of Layer Road Football Ground.

### 2. Reasons for Decision(s)

2.1 Layer Road Football Ground will become surplus to requirements once Colchester United and the CU Sports Trust move to the new community stadium in N Colchester. The capital receipt from the sale is ear marked to help fund the new community stadium.

### 3. Alternative Options

3.1 The ground could be retained, but there is no other use identified for it. The capital receipt could be used for other purposes, but was ear marked for the new community stadium in a Cabinet report on Colchester Community Stadium dated 13 November 2006.

### 4. Supporting Information

4.1 A Cabinet report dated 13 November 2006 authorised the project to fund the construction of the new Community Stadium in N Colchester. The funding arrangements approved in that report included a forecast capital receipt from the proceeds of the Layer Road Football ground.

4.2 Late last year, four marketing agents were asked to submit their proposals to CBC to advise on the marketing and disposal of Layer Road Football ground. Savills were the successful agent, and they commenced a marketing campaign earlier this year which included national and local press advertisements, web site advertisements, and the dissemination of sales particulars and other information to likely purchasers, including CBC's Registered Social Landlords. The sales information included a development brief prepared by our planning colleagues which envisages residential development on the site.

4.3 The closing date was 20 June 2008 and a number of conditional offers were received. In the present market it is expected that one or two more offers will be received after the deadline. The marketing agents are formulating a confidential report to analyse the offers in detail, which will take into account any late offers, and to recommend a way forward. The report should be available for 9<sup>th</sup> July. A confidential note is attached to this report which updates Cabinet as to the position as at 20 June 2008 and further detail will be provided prior to the meeting.



## **5. Proposals**

5.1 It is proposed that the confidential report is made available to Cabinet with a number of options on how to proceed, and that members then authorise the Head of Service together with the portfolio holder, to proceed with the preferred option to facilitate the disposal of Layer Road Football Ground.

## **6. Strategic Plan References**

6.1 The sale of the site will meet the three main corporate objectives in the strategic plan. It will promote economic prosperity and social inclusion by facilitating the new community stadium, which will also improve the quality of life and standing of Colchester as a prestigious regional centre. It tackles deprivation by bringing money into the area for the regeneration of North Colchester and Shrub End, and the redevelopment of the site will provide planning gain in the form of affordable housing and other community benefits..

## **7. Consultation**

7.1 The marketing included local advertising. Local ward councillors have been passed copies of the sales particulars and development brief. The Layer Road Residents Association has been kept informed of the situation by representatives of CBC and Savills attending site and information providing meetings supplemented by written and e mail communication

## **8. Publicity Considerations**

8.1 Colchester United, the CU Sports Trust, local councillors and the Layer Road Residents Association have been kept informed of the marketing campaign.

## **9. Financial implications**

9.1 The capital receipt is required to help fund the new community stadium. Capital sums for security, marketing, empty rates etc. have been forecast in the relevant budget.

## **10. Equality, Diversity and Human Rights implications**

10.1 N/A

## **11. Community Safety Implications**

11.1 Residents have raised concerns about the stadium being left empty pending the sale. Consultation with security firms has taken place and their recommendations for boarding up, mobile patrols, etc will be followed.

## **12. Health and Safety Implications**

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

## **13. Risk Management Implications**

13.1 If this proposal is not agreed there would be a significant risk to the funding arrangements for the new community stadium. The shortfall would have to be found from other CBC sources.

#### **14. Sustainability**

14.1 The existing stadium is formed mainly of open stands with some poor quality office and administration space at the front of the site. The disposal of the premises will allow the demolition of these energy inefficient buildings, and any replacement will be built to modern standards of sustainability, taking into account new standards for reducing carbon emissions.

*If your report does not impact on any of the standard references, please consider using the following paragraph as an alternative to the separate paragraphs above.*

#### **Background Papers**

Development Brief  
Sales particulars

Our vision is for Colchester to develop as a prestigious regional centre

Our goal is to be a high performing Council

Our corporate objectives for 2006-2009 are:



e-mail: [democratic.services@colchester.gov.uk](mailto:democratic.services@colchester.gov.uk)  
website: [www.colchester.gov.uk](http://www.colchester.gov.uk)