

# Strategic Overview and Scrutiny Panel

Grand Jury Room, Town Hall  
8 June 2010 at 6.00pm

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

# Information for Members of the Public

## Access to information and meetings

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

## Have Your Say!

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

## Private Sessions

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

## Mobile phones, pagers, cameras, audio recorders

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

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

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# Terms of Reference

## Strategic Overview and Scrutiny Panel

- To review corporate strategies.
- To ensure the actions of the Cabinet accord with the policies and budget of the Council.
- To monitor and scrutinise the financial performance of the Council, and make recommendations to the Cabinet particularly in relation to annual revenue and capital guidelines, bids and submissions.
- To link the Council's spending proposals to the policy priorities and review progress towards achieving those priorities against the Strategic / Action Plans.
- To scrutinise executive decisions made by Cabinet, the East Essex Area Waste Management Joint Committee, the Colchester and Ipswich Joint Museums Committee and Cabinet Member decisions (with delegated authority taking a corporate / strategic decision) which have been made but not implemented, and referred to the Panel through call-in.
- To monitor the Council's operational performance in relation to the Strategic Plan, Local Area Agreement targets and National Indicators.
- To scrutinise the Cabinet's performance in relation to the Forward Plan and to scrutinise the performance of Portfolio Holders.
- At the request of the Cabinet, make decisions about the priority of referrals made in the event of the volume of reports to the Cabinet or creating difficulty for the running of Cabinet business or jeopardising the efficient running of Council business.
- The panel will be the appropriate route for any member to refer a 'local government matter' in the context of Councillor Call for Action.

## **Process for Councillor Call for Action**

- Councillors have the ability to call for debate and discussion a topic of neighbourhood concern, limited to issues affecting a single ward, in an attempt to bring about specific solutions for local problems. This enables members to get things done without going through the Council's executive decision making process.
- Members may bring an action on any issue they choose, with exceptions, for example, if the issue is vexatious or deals with an individual complaint. Local Government matters specifically excluded from the regime are namely matters relating to a planning decision, a licensing decision or where a right of recourse to a review or right of appeal is already provided for in law.
- Poor service performance or increased anti-social behaviour are examples of where a member will bring an action to the panel's attention.
- The scrutiny panel may reject a request as not within the guidance, or the usual channels have not been exhausted, or accept that an investigation is the appropriate action.
- The panel may conduct an investigation in the usual scrutiny manner, seeking information from the Council and/or partners and inviting them to attend meetings.
- A report with recommendations will be compiled and brought to the Council and/or partners attention, with the Council and/or partners having a duty to respond.
- The panel will consider and publish the responses to their recommendations and feed back this information to the Councillor calling for the action.

**COLCHESTER BOROUGH COUNCIL**  
**STRATEGIC OVERVIEW AND SCRUTINY PANEL**  
**8 June 2010 at 6:00pm**

**Members**

**Councillors**

Councillor Christopher Arnold (Chairman)  
Councillor Dennis Willetts (Deputy Chairman)  
Councillor Nigel Offen (Liberal Democrats Group Spokesperson)  
Councillor Gerard Oxford (Highwoods Independent Group Spokesperson)  
Councillor Julie Young (Labour Group Spokesperson)  
Councillor Nigel Chapman  
Councillor Mark Cory  
Councillor Andrew Ellis  
Councillor William Frame  
Councillor Theresa Higgins

**AGENDA - Part A**

(open to the public including the media)

**Members of the public may wish to note that agenda items 1 to 5 are normally brief and agenda items 6 to 9 are standard items for which there may be no business to consider.**

**Pages**

**1. Welcome and Announcements**

- (a) The Chairman to welcome members of the public and Councillors and to remind all speakers of the requirement for microphones to be used at all times.
- (b) At the Chairman's discretion, to announce information on:
- action in the event of an emergency;
  - mobile phones switched off or to silent;
  - location of toilets;
  - introduction of members of the meeting.

**2. Substitutions**

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

### **3. Urgent Items**

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

### **4. Declarations of Interest**

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

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

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

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

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

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

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

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

### **5. Minutes**

**1 - 5**

To confirm as a correct record the minutes of the meetings held on the 30 March 2010 and 19 May 2010.

### **6. Have Your Say!**

(a) The Chairman to invite members of the public to indicate if they wish to speak or present a petition at this meeting – either on an item on the agenda or on a general matter not on this agenda. You should

indicate your wish to speak at this point if your name has not been noted by Council staff.

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

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

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

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

***Members of the panel may use agenda item 'a' (all other members will use agenda item 'b') as the appropriate route for referring a 'local government matter' in the context of the Councillor Call for Action to the panel. Please refer to the panel's terms of reference for further procedural arrangements.***

## **8. Referred items under the Call in Procedure**

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

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

## **9. Decisions taken under special urgency provisions**

To consider any Portfolio Holder decisions taken under the special urgency provisions.

## **10. 2009-10 Year End Performance Report**

**6 - 89**

See report from Head of Corporate Management.

## **11. Work Programme**

**90 - 91**

See report from the Scrutiny Officer.

## **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).



# STRATEGIC OVERVIEW AND SCRUTINY PANEL

## 30 MARCH 2010

*Present:* - Councillors Arnold, Cory, Hogg, Maclean, Naish, Pyman, Sykes, Taylor, Willetts and J Young  
*Substitutions:* - Councillor Gamble for Councillor Manning

### 58. Minutes

*RESOLVED* that the minute of the meeting held on 2 March 2010 was confirmed as a correct record.

Given the substantive item within the above minute had been the review of Colchester's Arts and Culture, where a new reporting format for providing information to the panel had been used, the panel, in response to the Chairman's inquiry, agreed the new format was helpful and would be used in all future scrutiny reviews of this type.

### 59. Have Your Say

Mr. Hamilton addressed the panel to say Colchester Council has negotiated a lease of Shoeworld to the Slack Space Art Group in complete contravention of the local code of corporate governance, with the negotiations deliberately done in secret to prevent mobility scooter provision to the Bus Park.

Mr. Hamilton said that for two years the Council has refused to allow a charitable mobility scooter service at the Bus Park, unfairly evicting Colchester Shopmobility from Queen Street, forcing them into portacabins and then to St Marys Car Park. Following this, Shopmobility had their Council grant removed, only to be reinstated following legal action.

Mr. Hamilton said Firstsite were allowed to purchase the property in Queen Street, and who now lease out to a building contractor. Because of imaginary building works, Mr. Hamilton said he was refused permission to place a security storage container somewhere on the Bus Park, and confirmed he had reported the history to the Local Government Ombudsman.

Having refused to allow a mobility scooter service, but allowed a free lease to Slackspace, Mr. Hamilton said this was the final straw. Mr. Hamilton concluded by saying this was a clear case of maladministration and he would be asking the Local Government Ombudsman to investigate this matter as well.

**Councillor Young (in respect of her husband being a Board Member of the Primary Care Trust) and Councillor Hogg both declared a personal interest in the following item.**

### 60. Councillor Call for Action – Parking problems in the vicinity of Colchester General Hospital

Councillor Arnold introduced the item that invited the Panel to consider whether the local enforcement solutions to the parking problems are sufficient for the Councillor Call for Action not to be invoked.

Councillor Naish said the parking problems in this area of Colchester are well known by local residents and visitors to the area and was amazed that nothing was to be done. Councillor Goss was representing local people, trying to put something in place for residents not to have their lives blighted by this issue. As a regular visitor to the area, Councillor Naish could not see how officers could say there was not a problem.

Councillor Young said it was difficult to discuss this issue without parking enforcements officers present to advise members, saying this issues were the same as experienced at other major buildings such as the Community Stadium, University and Schools. Councillor Young said this type of issue does affect the quality of resident's lives and thought it would be worthwhile to do more work on an issue that needed further solutions. Later, Councillor Young said consideration should also be given to the trial she believed was organised by Tendring District Council at Brightlingsea and the use of 'Inconsiderate Parking Notices'.

Councillor Taylor said the Parking Enforcement Team is responsible for the whole borough, reacting to black spots on demand, nice in theory, but how will they monitor, how often will they monitor and will enforcement actually take place. For instance, Councillor Taylor said if surveillance was carried out every three months, it would have no effect, and nothing to date had resolved the problem. Councillor Taylor felt resigned to no parking enforcement action being taken, but would be prepared to go with the action proposed within the report.

Councillor Willetts could understand why Councillor Goss was not present at this meeting, given that at a previous meeting he had been told not all avenues of investigation had been explored in terms of Councillor Call for Action (CCfA). Councillor Willetts said whilst the Highways Agency surveys suggest there is no problem, members need to better understand the problems and possible solutions, and the issue would be benefited from a review by the Panel that would include an update from officers of the effects of the new parking enforcement policy. Councillor Willetts said the main serious issue causing this problem was the planning matters in terms of major structures such as schools and hospitals, with in this case hospital staff not having sufficient staff parking spaces.

Councillor Hogg said the parking problems were often caused by inconsiderate parking, with a need to educate drivers on how to park properly. Councillor Hogg believed the panel should do all it could to address the problem.

Councillor Gamble said he thought the new enforcement policy would not work, but like Councillor Taylor, hoped he would be proved wrong. Councillor Gamble said yellow lines should be a consideration for debate as part of any further review.

Councillor Pyman endorsed the comments of Councillor Willetts, adding that more attention to detail was needed when drafting major employer's Travel Plans.

Councillor Naish said whilst it was said that the Police will take action against the drivers of obstructing vehicles, as a general rule they do not unless a person can prove they cannot pass the vehicle on foot.

Councillor Arnold welcomed the comments by members, a good number of doubts. Their comments would be passed to the Portfolio Holder for Street and Waste Services and the Head of Street Services. Councillor Arnold said any trial of the new parking enforcement policy

should initially be in the area around Colchester General Hospital, and the outcomes reported to the panel, possibly at the time of the Street Services Fundamental Service Review to be scrutinised by the panel in September 2010.

*RESOLVED* that the panel:

- i) Agreed not to invoke 'Councillor Call for Action' to address the parking problems in the vicinity of Colchester General Hospital.
- ii) The Portfolio Holder for Street and Waste Services and the Head of Street Services should be invited to attend a meeting of the panel in 2010-11 to review this parking issue, possibly at the time of considering the Street Services Fundamental Service Review on 17 September 2010.
- iii) The review should provide details of the following;
  - Any trial of the new parking enforcement policy, hopefully in the areas around Colchester General Hospital.
  - The Travel Plan for Colchester General Hospital and any current or future parking developments at the site.
  - The effectiveness and consideration of 'Inconsiderate Parking Notices'.

## **61. Review of the work of the Portfolio Holder for Resources, Diversity, Culture and the Arts**

Councillor Smith, Portfolio Holder for Resources, Diversity, Culture and the Arts, attended the meeting and gave a comprehensive overview of the highlights and achievements of the work within his portfolio over the last year, thanking officers for their support and hard work in what had been a very successful year.

In response to Councillor Sykes, Councillor Smith said the Mobile Museum Vehicle in Greytown House Car Park was awaiting major repairs, hence its long stay in the car park. That said this service fell within the portfolio of Councillor Barlow, and Councillor Sykes should seek an update from him.

Councillor Smith responded to Councillor Young on monitoring equality and diversity targets, including sexual orientation, saying the measurement of these targets is included in many areas of human resource work including surveys. Statistics from these sources of evidence are appraised and where possible gaps are addressed. In regards to sexual orientation, progress is slow, mainly due to the difficulty in identifying these groups where individuals are less likely to self identify in what is a very sensitive area. In regards to faith, the Council is involved with a local forum represented by all the mainstream religions. The Council website has links to all recognised religious holidays and part of the Council's Fundamental Service Reviews includes monitoring around equality and diversity areas to ensure of no discrimination. Councillor Smith acknowledged the work of other authorities such as Brighton, who have developed their own sexual orientation policy, and would ask officers to consider this work in relation to Colchester. In response to Councillor Gamble, Councillor Smith said in terms of racial equality, the Council recently promoted and supported the annual festival 'Black History Month'.

In respect to Councillor Gamble's enquiry about the Council's Housing Revenue Account, Councillor Smith said the account was above the prudent level, due to a number of improvements. Due to a value for money exercise at Colchester Borough Homes, the cost of

voids work had been halved from £2,000 to £1,000, with the cost of supplies negotiated to lower levels. The reduction in the time void properties remain empty also provides an increase in rental income.

Councillor Smith, in response to Councillor Taylor, said considerable effort is made to put local companies on the approved list of contractors with the effect of a nett increase in work by local businesses. Feedback is given to businesses in terms of how they perform in the bidding process. Councillor Smith said the Council's commercial premises lettings had progressed, and was generally satisfactory, but with a small number of businesses failing or ceasing trading, but to his knowledge not as a direct result of any Council action.

Councillor Smith said the current Council's buildings repairs programme is fully funded, including major work at Leisure World and the Town Hall. Only at the Museum Resource Centre had repairs been identified but with no funds allocated for the repair. This was subject to regular review until suitable arrangements are put in place.

In response to Councillor Arnold, Councillor Smith said contrary to local criticism, repairs to the Roman Wall remain ongoing, with one section thoroughly completed at a time, rather than doing spot check remedial work across the whole wall. Councillor Smith confirmed that English Heritage is very thorough in inspection and approval of works undertaken. At a locally held English Heritage meeting, the Mayor, Councillor Spyvee requested Colchester was considered for future funding. An announcement of future work and funding of the Roman Wall would be made shortly.

*RESOLVED* that the panel thanked Councillor Smith for attending the meeting and the work achieved in the last year, and for responding to questions from members of the panel.

Before adjourning the meeting, Councillor Arnold took the opportunity to thank Councillor Taylor, who would not be standing at the forthcoming local elections, for the time he had spent at Colchester, paying tribute to the work he had done as ward councillor, his membership to various panels and committees and as the Cabinet Member, Portfolio Holder for Resources, sentiments endorsed by the panel and Councillor Smith.

# STRATEGIC OVERVIEW AND SCRUTINY PANEL

## 19 MAY 2009

*Present:-* Councillors Arnold, Chapman, Cory. Ellis, Frame, T.Higgins, Offen, G.Oxford, Willetts and J.Young

### **1. Chairman**

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

### **2. Deputy Chairman**

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



## Strategic Overview and Scrutiny Panel

Item  
**10**

08 June 2010

<b>Report of</b>	<b>Head of Corporate Management</b>	<b>Author</b>	<b>Lucie Breadman</b> 📞 <b>282726</b>
<b>Title</b>	<b>Year End Performance Report including Strategic Plan Action Plan and proposed targets / actions for 2010/11</b>		
<b>Wards affected</b>	'Not applicable'		

The Panel is invited to consider the performance report for the period up to end of March 2010 which includes progress of our Performance measures, the Strategic Plan Action Plan and proposed targets and actions for 2010/11.

### 1. Action required

The panel is asked to consider / comment on:

- The year end performance summary for 2009/10, as at Appendix 1.
- The Table of Indicators and proposed targets for 2010/11, as at Appendix 2.
- The year end Strategic Plan Action Plan, as at Appendix 3.
- The proposed Strategic Plan actions, as at Appendix 4.

### 2. Reason for scrutiny

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

### 3. Background information

The council has agreed a number of key performance areas which it uses as part of its Performance Management Framework to help monitor progress and improvement. This report provides the year end position of our Organisational indicators and Strategic Plan Action Plan (SPAP). The report also provides information on the proposed targets and actions for 2010/11.

### 4. Performance Summary

- This year end Performance Report will be reported to Cabinet on 30 June 2010.
- Our overall basket of organisational performance measures shows that 25 (71%) of indicators are forecast to meet year end targets. This compares well with the forecast at quarter three for 54% to achieve their targets.
- 10 Indicators (29%) did not meet the targets set and details are included in Appendix 1 and 2.
- Monitoring of the actions within our Strategic Plan Action Plan shows that 96% of actions achieved their year end targets.
- The council has also received a number of awards and accreditations highlighted at the end of appendix 1.

### 5. Strategic Plan references

This report provides the year end update of performance of our Strategic Plan Action Plan (SPAP) developed to support the delivery of the Councils agreed Strategic Plan Priorities.

**6. Consultation**

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

**7. Publicity considerations**

The National Indicators are a statutory requirement and our performance against them needs to be monitored on an annual basis. Our performance of certain key areas will form part of the Audit Commissions Managing Performance Assessment of Colchester Borough Council contained on the ONE Place website for the public.

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

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

**8. Financial implications**

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

**9. Equality, Diversity and Human Rights implications**

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

**10. Community Safety implications**

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

**11. Health and Safety implications**

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

**12. Risk Management implications**

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

**Background Papers**

Not applicable.



## Appendix 1 - Performance Summary Year End - April 2009 to March 2010

### 1.0 Included in this Report

Performance Summary	Page 1
Progress of National Indicators	Page 2
Progress of CBC 'Have Regard to' LAA Indicators	Page 2
Progress of our Local Indicators	Page 3
Strategic Plan Action Plan Update	Page 3-4
People Update	Page 4-5
Other Performance News & Conclusion	Page 5-7

### 2.0 Performance Summary

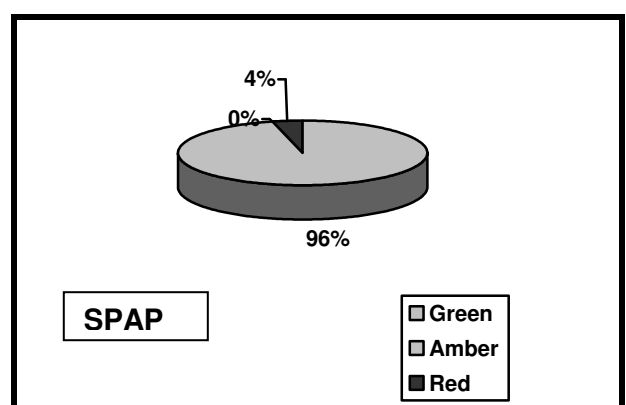
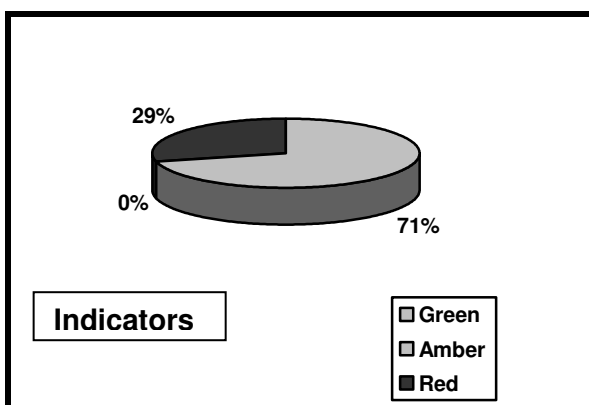
The Council agreed a number of key performance areas in 2009/10 which were used as part of the Performance Management Framework to help monitor progress and improvement. This Appendix provides a summary of the year end position with regard to key performance measures, improvement actions within the Strategic Plan Action Plan (SPAP) and some qualitative information relating to a number of key performance areas.

Overall we monitor RAG alerts for 35 of our indicators and of these 71% (25) have met their year end targets. This compares well with the forecast, 54% at quarter three. 29% (10 indicators) did not achieve year end targets and full details are included in the comments columns of the tables in the Appendices to this summary report.

At year end we achieved 96% of the actions within our Strategic Plan Action Plan.

It is always worth remembering that while targets are important, they are not the only measure of success. Indeed some targets are set at very stretching levels and missing this does not mean poor performance has occurred and equally a very easy target achieved could represent missed opportunities. For that reason we also track 'improvement', where it is possible to do so. This is a key measure for the audit commission and of the 29 indicators included in this measure 69% have shown some improvement on last year's performance. Given the challenges faced this year it is important not to lose sight of this achievement.

Highlights from the Indicator Tables and Strategic Plan Action Plan, along with our people update and other performance news are detailed below.







### **3.0 Progress of our National Indicators**

The table (Appendix 2) provides the year end data from our basket of organisational performance measures in relation to the National Indicators that we have been monitoring. Each indicator has its current performance against the target set for the year, but also shows year end performance for last year, the direction of travel (DOT), a comment from the Head of Service and a proposed target for next year, where relevant.

A number of indicators are not due to report their year end data until later in the year, in these cases we have had to 'forecast' year end performance to enable this report to be finalised.

National Indicators for next year: Four NIs have been dropped as part of the national set from 1 April 2010. It is proposed that we retain NI14, avoidable contact, as a local indicator, but as shown in the table at Appendix 2, National Indicators 170, 180 and 184 will not be retained.

Proposed targets for our remaining NIs are included on the table in Appendix 2.

Key areas to highlight include:

- Good progress and activities in relation to NI35.
- Good performance in relation to our fuel poverty National Indicator
- Two red alerts in the planning National Indicator (NI 157)

### **4.0 Progress of our LAA 'Have Regard to' Indicators**

Local Area Agreement (LAA) Indicators are national indicators that have been agreed as priorities by partner organisations across Essex. There are some which Colchester Borough Council 'has regard' to and as such we monitor these separately. Year end performance for these indicators and 2010/11 proposed targets are included on Appendix 2.

Key areas include:

- NI 155, exceeded the affordable homes target
- NI156, we have reduced the number of people living in temporary accommodation from 235 last year to 178 this year.
- NI 192, despite not meeting our stretching 40% target we have improved our recycling rates from 36.9% last year to 39.28% this year.
- NI 195, our measure for street and environmental cleanliness has improved in all categories during 2009.



## **5.0 Progress of our Local and Life Chances Indicators**

We have a number of indicators that have been selected because they are relevant to local priorities and the year end position is detailed in the table on Appendix 2, along with proposed target for next year, if we are planning to retain the measure.

Key areas include:

- Where a decision against a planning application is appealed we have performed well when compared to the national average.
- The average time taken to re-let council houses has improved year on year from 40 days to 34, despite missing the target set.
- Our performance to help prevent homelessness was successful in meeting the target set which is good given the current economic climate.
- We achieved fewer evictions due to bad debt than anticipated.
- Year end sickness absence did not meet the target set, but good progress continues to be made with short term sickness rates and in 2010 further thought will be given to the processes involved and our Occupational Health Scheme's effectiveness.
- The methodology used to monitor ex-79a, (processing accuracy) changed in-year impacting on the performance against the target set.

## **6.0 Strategic Plan Action Plan**

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

Appendix 3 to this report provides the year end position of our Strategic Plan Action Plan 2009/10. We achieved 96% of the actions.

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

- A multi-agency 'Older People's Forum' has been established.
- Promotion of the MEND scheme (to reduce childhood obesity).
- Safer Colchester Pilot attracted £150,000 of funding and is progressing well including successful 'Days of Action' held to tackle anti-social behaviour.
- A12 Junction work has started and 2.5km of foot and cycle paths improved through Highwoods residential area.
- The Town Centre Project Plan in place
- Achieved target to increase proportion of working age population qualified to level 3 NVQ or higher and NVQ level 2 training provided to 75 local residents to help secure employment with Waitrose. In addition we secured a Future Jobs Fund award – 88 placements / apprenticeships
- Joint post recruited with the NHS to work on Health Priorities in the area.



## Appendix 1 - Performance Summary Year End - April 2009 to March 2010

- Six new health walks have been introduced against a target of three.
- 30 properties have been improved through the fuel poverty scheme and 97 empty properties have been bought back into use as at September 2009.
- Kerbside recycling service extended to all flats and a door stepping project commenced in October to increase levels of participation in recycling. We also organised monthly 'blitz cleans' taking place along with 'days of action' and free recycling service now provided to all schools.

Our draft 2010/11 Strategic Plan Action Plan is included at Appendix 4.

### 7.0 People Update

The Strategic HR Team meets monthly to discuss strategic and corporate performance areas across all services. The following provides a summary of some key areas from 2009/10:

#### **Sickness Absence**

The sickness figure for 2009/10 was higher than the Council's target of 8 days per employee. During the year there were 31 cases of swine flu and 168 working days were lost for this reason, with each employee taking an average of 5.4 days off work to recover. Short term sickness has reduced since last year, which is good, but long term sickness has increased impacting on the overall performance.

#### **Recruitment**

Voluntary turnover for the year was 7.0%, a decrease on the 2008/09 figure of 9.1%. Similarly, external recruitment activity remained quite low in comparison to previous years (pre-recession), with all posts being advertised internally first and as 12-month contracts. Furthermore, internal movement during 2009/10 has been fairly healthy with instances of "acting up" (6), movement as a result of a "re-organisation" (11), "secondments" (12) and "transfers" (74) showing a flexible workforce.

#### **Learning and Development**

A range of internal learning and development activities have been delivered throughout 2009/10 including: Customer Excellence; the CLM programme; development of the Managers Network; Leadership Days; ILM Level 3 Coaching; SMART performance management; recruitment and selection; interview skills for employees affected by the Housing FSR; disciplinary and grievance; neuro-linguistic programming; preparation for retirement and change management. Another significant development during the year was the launch of the Learning Pool, which replaced the "Colchester Learning Academy" area of the Hub.

Furthermore, there are plans to deliver training for Safeguarding Children to the whole of CBC (via a 15 minute e-learning course on the Learning Pool and additional face-to-face sessions where this is required) and two mental health awareness sessions in May and July. In the summer the Local Government Ombudsmen will deliver "Good Complaint Handling" training to GMT managers.



## Appendix 1 - Performance Summary Year End - April 2009 to March 2010

Member Development has also moved forward with a shared desire to achieve Charter Status and an agreed new process.

### **Flexible Working**

While working in a flexible way was not new to our workforce we introduced a big addition to this in 2009/10 with the ability for staff to work both from home and in alternative locations. Our flexible working capacity is now ahead of most other public sector organisations and has enabled efficiencies in accommodation, investment in new technology (providing a platform for future innovation), enhanced work life balance for staff, benefits for our customers including greater speed of resolution and many opportunities for increased productivity and improved service delivery in the future.

### **Health & Safety**

Updates on the previous key areas of focus reported in the last quarter include:

- i) Incident rates remain low, which points towards a good underlying safety culture. However, the incident report system needs to be updated in order for us to comply with our legal duties and the Health & Safety Advisor is currently sourcing a new system.
- ii) The Health & Safety Policy has been reviewed, rewritten and signed off by the Chief Executive.
- iii) Three new Health & Safety Standards for Volunteers, the Health & Safety Committee and Office Inspections have been agreed and will be published shortly.
- iv) A new Fire Evacuation System is now in place at Rowan House and will be tested within the month.
- v) New First Aid arrangements, including training for designated officers, have been made in line with new guidance from the Health and Safety Executive.
- vi) Most of CBC's main buildings now have a new Fire Risk Assessment (FRA).

### **Equality & Diversity**

During 2009/10 recommendations from the Peer Review (undertaken in March 2009) have been actioned; for example, redesigning the EqIA form and ensuring that this process is embedded in policy review both at officer and member level and working with partner organisations to improve community engagement. Furthermore, the first Single Equality Scheme with a 3-year action plan was approved by Full Council in January 2010. Implications of the new Equality Act are also being considered.

## **8.0 Other Performance News**

Alongside the key monitoring processes we have in place with our Performance Indicators, there are many ongoing activities and improvements taking place within services and in partnership. A summary, since the last report in December 2009 is shown below:



## Appendix 1 - Performance Summary Year End - April 2009 to March 2010

### Awards and accreditations include:

#### For the whole Council

Equality Standard – level 3	This transfers across to the new Equality Framework as 'achieving'
Institute of Customer Service	Earned its Approved Centre Certificate – 42 members of staff have now achieved their ICS awards
Customer Excellence Standard	Assessment replaces Charter Mark and has been awarded to Resources Management and Corporate Management with ongoing assessments for all Services.

#### For Council services

Chartered Institute of Public Relations	Silver award in the 'outstanding in-house PR team' category for the eastern region
Good Communications Awards	Only district council to be shortlisted in the 'local authority PR team of the year' category
LEXCEL	Achieved the Law Society's practice management standard for the ninth consecutive year
Firmstep - Customer Excellence	For innovation in the use and development of IT in the CSC and Planning
Memorial Awareness Board	The cemetery was awarded 'honourable mention' in category C – cemeteries above 15 acres.
Green Flag Award	For high quality parks and open spaces - cemetery , Castle Park and High Woods Country Park
Green Heritage Site	Castle Park -held annually since 2003, when it was one of only four in England to earn this award
Walking the way to Health	Natural England award for our Colchester Health Walk scheme
Divisional Commendation	Essex Police made individual awards to four members of our Community Safety team
PDQ Award for best green keeping	Castle Park was judged to have the best green in more than 50 Essex cricket grounds
UK Best Park	Castle Park won 'Best Park in the UK' for its usability, access, design and community involvement
QUEST Sport and Leisure Awards	Colchester Leisure World was ranked as 'excellent' and in the top 20 leisure facilities in the UK
QUEST Sport and Leisure Awards	Earned for our highly commended and continuously improving sports development services
MJ Awards	Finalists in the 'public private partnership achievement' category for the Community Stadium
Royal Institution of Chartered Surveyors	The Community Stadium was judged 'Project of the Year' and winner of the 'community benefit' category at the East of England Awards, and then went on to achieve 'community benefit award – commended' as runner-up in



## Appendix 1 - Performance Summary Year End - April 2009 to March 2010

	the national awards
Essex Tourism Awards	The Guardians of the King exhibition won Museum Event of the Year -the first year of these awards
Tourist Information Centre of The Year	Colchester's tourism team earned the silver award, and have won an award every year since 2005
Park Mark	Awarded to 10 council car parks following an independent assessment of quality and security
Government Business Awards	Shortlisted for our carbon awareness and Rubbish Recyclers campaigns
National awards from the institute of Cemetery and Crematorium	We achieved 3 <sup>rd</sup> place in the South East and 13 <sup>th</sup> nationally for providing high-standards of burial and crematorium services.
Arts and Business East Awards	Colchester won the 'community category' for 'Venice-inspired painted poles' Art Installation on Layer Road.
PATROL award	Shortlisted in the top 5 out of 230 parking authorities.

### Colchester Borough Homes

Colchester Business Awards	CBH won the 'education and lifelong learning' category of these awards run annually by Newsquest
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## 9.0 Performance and Improvement..... looking ahead to 2010/11

2010/11 will no doubt provide even more challenges than we have faced in 2009/10. While the economic situation may recover around us, the need to maintain and improve performance, while delivering efficiency demands, will continue to be our focus.





To help drive the change that is needed we will concentrate on agreed priorities, work ever more closely with our partners and continue with our programme of Fundamental Service Reviews (FSRs) throughout the organisation. These reviews place our customers at the heart of what we are trying to deliver, aiming to reduce duplication of effort, work more closely with partners and make better use of technology and resources to ensure customers receive the services that they want in the most efficient way possible for the taxpayer.

In 2009/10 we carried out FSRs on our Planning, Housing, Benefits and Revenue Services. Implementation will be ongoing during 2010/11 with significant outcomes expected over the next three years, and while some of the change will happen over this slightly longer period, there have already been significant achievements in terms of efficiencies and improved delivery of services for our customers. A review of Street Services is now underway with exciting opportunities being identified, even at this early stage.


## Appendix 2 - 2009/10 Year End Table of Indicators

Indicator	08/09	Target 09/10	Result & DOT 09/10	Year End Report Comments	10/11 Target	Target comments for 2010/11
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## National Indicator Table





<b>NI14</b> Avoidable contact	36.6%	n/a	<b>14.4%</b> 	The first full year of recording NI14 data has shown a fall in the level of avoidable contact as a result of proactive work with services. Changes have been made and improvements need to continue with regard to communications sent to customers. Lead: Leonie Rathbone	12.50%	NI14 has been discontinued as a national indicator however CBC will continue to measure, report on and look to reduce avoidable contact in 2010/11 as a local indicator. . .
<b>NI 35</b> Building resilience to violent extremism	n/a	Lev 2	<b>Lev 3 GREEN</b>	Significant progress has been made in just 9 months linked to all 4 key objectives which are scored between 1-5 with one being the lowest. Colchester is regarded by the Home Office as only one of six councils in the eastern region exhibiting best practice and consistent achievement in delivering Prevent. Lead: Gareth Mitchell.	Level 3	Lev 3. NI35 will be subject to a formal review by auditors in May 2010. This will provide feedback on our self-assessment approach to date and ongoing improvement actions will be identified following this review.
<b>NI 157</b> Processing of planning applications v targets for 'major', 'minor' and 'other' application types	56%	major 60%	<b>61.4% GREEN</b> 	Figures in all three categories exceed the government minimum standards of 60%, 65% & 80% respectively and so there has been an overall improvement in major performance sufficient to avoid an abatement of HPDG. The goal of top quartile performance has eluded the service with the filling of a number of key posts in the service in 2010 and some tailored internal structure changes occurring too late to be able to impact more meaningfully on the end of year performance figures. It does however now mean the service is better placed to improve performance to meet the Council's higher NI157 performance requirements	65%	Target set is an improvement on 09/10 outturn is felt to be achievable given the resources and complexity of applications.
	83%	minor 85%	<b>70.7% RED</b> 		75%	Target set is an improvement on 09/10 outturn and is felt to be achievable given the resources.
	92%	other 95%	<b>87.1% RED</b> 		93.5%	Target would be in top quartile performance (as at current benchmark) and while stretching is felt to be achievable.

**Appendix 2 - 2009/10 Year End Table of Indicators**



Indicator	08/09	Target 09/10	Result & DOT 09/10	Year End Report Comments	10/11 Target	Target comments for 2010/11
<b>NI 158</b> % non-decent council homes	18.8%	25%	<b>13% GREEN</b> 	<p>in 2010-2011. Furthermore the prudent decision to use secondments rather than lose jobs has meant that key Planning Policy documents have been progressed and other Strategic projects were moved on.. Lead: Bev Jones</p> <p>This years target has been exceeded and at the end of 2009/10 we have 797 properties which are Non-decent. In addition there are 7 properties where decent homes work was refused during the year. The reduction in the number of non-decent homes has been due mainly to improved data from stock condition surveys and work completed as an emergency.</p> <p style="text-align: right;">Lead: Lindsay Barker</p>	12%	The Decent Homes contracts have been awarded and the programme details for the next two years finalised; we anticipate work being carried out on 892 properties which will contribute to reducing the number of Non-decent properties by 300 and therefore recommend a target of 12% for 2010/11.
<b>NI 159</b> Supply of ready to develop housing sites	6222	4150 (5 years @ 830)	<b>On target GREEN</b>	<p>This is a 5 year programme and it is currently on target and will roll forward into 2010/11.</p> <p style="text-align: right;">Lead: Lindsay Barker</p>	4150 (5 years @830)	Target carries forward
<b>NI 160</b> tenants' survey	74.16%	n/a	n/a	<p>Bi-Annual survey not relevant for 2009/10 but included because will be part of the data set for 2010/11. The survey period is likely to run from late May and through June 2010. A communication strategy has been developed to promote the survey and encourage tenants and leaseholders to complete the questionnaire, the responses from which will be used to shape the future delivery of services provided by CBH. Lead: Lindsay Barker</p>	78%	Target agreed with CBH





**Appendix 2 - 2009/10 Year End Table of Indicators**

Indicator	08/09	Target 09/10	Result & DOT 09/10	Year End Report Comments	10/11 Target	Target comments for 2010/11
<b>NI 170</b> Previously developed land vacant /derelict over 5 years	n/a	Less than 105ha	<b>89.835ha GREEN</b>	Achieved performance and indicator discontinued in future.  Lead: Lindsay Barker	n/a	This NI now dropped for 2010/11 and will not be retained as local indicator.
<b>NI 179 VFM:</b> total net value of ongoing cash-releasing VFM gains	£1.4m	£1,6m	<b>GREEN</b> 	Final figures are not yet known for 09/10 and are not required to be reported until end of July. Forecast figure for 2 years combined reported at mid year was £2,030,000 but may increase as part of end of year review.  Lead: Charles Warboys	£3m over 3 years	Target was originally agreed as £800k pa. Suggest a provisional target of £3m now be set for the three years given performance in year 1. 09/10 info not available
<b>NI 180</b> Housing/council tax benefit entitlement Changes	20,862	21,000	<b>30,500 GREEN</b> 	19/4 technical problems affecting more than one district – final results not yet available but target was achieved in fourth quarter.  Lead: Charles Warboys	n/a	This NI now dropped for 2010/11 and will not be retained as local indicator.
<b>NI 181</b> Time to process benefit new claims/change events	13.14	13 days	<b>12 days GREEN</b> 	19/4 technical problems affecting more than one district – final results not yet available but local monitoring indicates target was achieved.  Lead: Charles Warboys	11 days	Target reduced (improved) to 11 days. FSR business case target to reduce to 5 days is over a 3 yr period – 10/11 is a stepping stone towards this.
<b>FSR NI 182</b> Satisfaction of businesses with LA regulation services	85%	85%	<b>84% RED</b> 	Only missed target by 1% and figure could be impacted by inclusion of additional returns from other services with a more “enforcement” related remit. Figure may still be influenced by late survey returns.  Lead: Colin Daines	85%	Target to be kept at 85% for 2010-11.

**Appendix 2 - 2009/10 Year End Table of Indicators**

Indicator	08/09	Target 09/10	Result & DOT 09/10	Year End Report Comments	10/11 Target	Target comments for 2010/11
<b>NI 184</b> Food establishment in area, compliant with food hygiene law	91%	95%	<b>91.95% RED</b> 	Slight fall since last quarter, but still good response to this quite challenging target. Premises inspected are different to those responsible for the 08/09 figure, making year to year comparisons misleading.  Lead: Colin Daines	n/a	This NI now dropped for 2010/11 and will not be retained as local indicator.
<b>NI 185</b> CO2 reduction from local authority operations	Baseline 10,076 tonnes CO <sup>2</sup>	> 850 tonnes of CO <sup>2</sup>	> 850 tonnes of CO <sup>2</sup> <b>Forecast GREEN</b>	The data collection processes are in place to calculate the total CO <sup>2</sup> emissions from Council buildings and operations for 09/10. The data collection cannot be carried out until after the end of the financial year, the annual submission of data for the indicator will be in July 2010. The Local Authority Carbon Management programme sets out the actions to reduce emissions from the Council.  Lead: Matthew Young	1064 tonnes	The targets for this indicator are based around the planned projects within the Local Authority Carbon Management programme. The projected target for 2010/11 will be a reduction of 1064 tonnes of CO <sup>2</sup> (however future feasibility studies may alter this)
<b>NI 187</b> Fuel Poverty % of people receiving inc based benefits living with low energy rating.	SAP < 35 = 6.9% SAP > 65 = 31.2%	SAP < 35 = 6% SAP > 65 = 33%	<b>SAP &lt; 35 = 5% GREEN</b> <b>SAP &gt; 65 = 39%</b> 	Energy efficiencies in houses can be measured by using the 'Standard Assessment Procedure' (SAP) This indicator measures the progress in tackling fuel poverty through the improved energy efficiency of households inhabited by people claiming income based benefits. The target has been achieved. A low number is good for the first part of the target; a high number good for the second part.  Lead: Gareth Mitchell	SAP <35 =6% SAP >65=33%	Different households are checked every year so this is a difficult measure to predict but overall we would hope to see an improvement as efforts are being invested into improving energy efficiency in households inhabited by people claiming income based benefits.
<b>NI 194</b> Level of air quality – %	n/a	2% less	<b>2% Forecast GREEN</b>	The data collection process is the same as NI185 and is in place to calculate levels of air quality from the Council's buildings and operations for 09/10. As	>2%	The projected target for this indicator will be a further <b>2%</b> reduction in NO <sub>x</sub> and PM <sub>10</sub>




**Appendix 2 - 2009/10 Year End Table of Indicators**

Indicator	08/09	Target 09/10	Result & DOT 09/10	Year End Report Comments	10/11 Target	Target comments for 2010/11
reduction in NO <sub>x</sub> and primary PM <sub>10</sub> emissions through CBC's estate and ops	623	590	393 <b>GREEN</b> 	with NI185 the data collection cannot start until after the end of the financial year and will not be reported until July 2010. Projects through the Local Authority Carbon Management programme will help to achieve a reduction in NO <sub>x</sub> and primary PM <sub>10</sub> emissions. Lead: Matthew Young	350	emissions.  It is hoped that continued education and events similar to the Days of Action programme can reduce fly tips further to a target of 350
<b>NI 196</b> Improved street and environmental cleanliness-flytipping	623	590	393 <b>GREEN</b> 	Fly tips are down by 35% compared to the last year due to several factors. Extensions to the free bulky collections have had a positive effect along with publicity surrounding Days of Action events, raising public awareness. Info sent to businesses has also raised awareness of Duty of Care (DOC) procedures and the necessity of legitimate waste collection services, lessening the effects of business waste fly-tipping. Also contributing to a reduction is the introduction of a Service Level Agreement with Colchester Borough Homes providing dedicated cleansing staff to CBH maintained areas.  Lead: Matthew Young	350	emissions.  It is hoped that continued education and events similar to the Days of Action programme can reduce fly tips further to a target of 350




**Appendix 2 - 2009/10 Year End Table of Indicators**

Indicator	08/09	Target 09/10	Result & DOT 09/10	Year End Report Comments	10/11 Target	Target comments for 2010/11
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**LAA 'Have Regard to' Indicators**

<b>NI 154</b> Net additional homes provided	1041	800	<b>GREEN</b> 	800 net additional homes provided against the revised target (Go-East revised to 800 from 830 earlier in the year) as such target achieved and this is top quartile performance when compared with other Local Authorities.  Lead: Lindsay Barker	650	Revised targets agreed with Go-East for the short term.
<b>LAA LI2.2 / NI 155</b> No. of affordable homes delivered (gross)	120	128	<b>156 GREEN</b> 	The year end figure of 156 completed affordable homes has exceeded the target set for the year by 28 homes. This year's result is also higher than the 2008/2009 figure of 120 homes. This is an excellent result especially in light of the current economic climate.  Lead: Lindsay Barker	136	Whilst we were given the opportunity to revise our figure as part of the LAA negotiations on targets we have kept our original target, in spite of current economic conditions, to reflect the importance the Council attaches to the delivery of affordable housing in its Strategic Plan.
<b>NI 156</b> Number of hhs in temporary accomm	235	200	<b>179 GREEN</b> 	The 09/10 target has been achieved with a considerable amount of positive work to prevent homelessness, and also work to help homeless people housed in our temporary accommodation move on quickly.  Lead: Gareth Mitchell	170	The council has a target under a national government initiative to reduce the number of households in temporary accommodation to 170 by December 2010.
<b>NI 186</b> CO <sup>2</sup> reductions per head in CBC's area	0.4 tonnes CO <sup>2</sup> less per capita	0.3 tonne less per capita	<b>Forecast GREEN</b>	The data for this indicator is produced by DECC and published annually. The data runs two years behind the present year which means the 08/09 result actually refers to a reduction in per capita CO <sup>2</sup> emissions between the baseline of 2005 and	0.2 tonnes	The proposed target in line with the Local Area Agreement will be to reduce per capita CO <sup>2</sup> emissions by 0.2 tonnes.

**Appendix 2 - 2009/10 Year End Table of Indicators**

Indicator	08/09	Target 09/10	Result & DOT 09/10	Year End Report Comments	10/11 Target	Target comments for 2010/11
<b>NI 188</b> Planning to adapt to climate change	level 1	level 2	<b>level 2 forecast GREEN</b> 	2007. The data for 09/10 will be published in July 2010 and will refer to a reduction in per capita CO <sup>2</sup> emissions between the baseline of 2005 and 2008, forecast to meet target and represent a reduction of 6.37%. (0.3 tonnes less per capita). Lead: Matthew Young	Level 3	The proposed target in line with the Local Area Agreement will be to achieve Level 3.
<b>NI 191</b> Residual household waste per household	527.64 2kg	508kg	<b>482.73kg GREEN</b> 	The final submission will be May 2010. This indicator is a process driven target and is reported through a self assessment matrix. Work carried out so far should enable the Council to achieve level 2 which is 'Comprehensive risk-based assessment and prioritised action in some areas'. Lead: Matthew Young	459kg	Continued educational work, reduced packaging and economic pressures should continue to see the total waste arisings drop. A reduction of 5% would be achievable with a target of 459kg
<b>NI 192</b> Household waste reused, recycled and composted	36.9	40.0%	<b>39.28% RED</b> 	The Dry Recyclables rate has increased on last year's figure. The main contributor for this increase is due to the reduction of waste to landfill as the tonnage of recyclable material collected is slightly lower than last year. The composting rate is down for the year compared to 08/09 with a corresponding reduction in the tonnage of garden waste collected. The reduction is due to dry	41%	Target of 41% with expected year on year improvements as the outcomes of the FSR are implemented.

Appendix 2 - 2009/10 Year End Table of Indicators





Indicator	08/09	Target 09/10	Result & DOT 09/10	Year End Report Comments	10/11 Target	Target comments for 2010/11
<p>NI 195 Improved street and environmental cleanliness (levels of graffiti, litter, detritus and fly posting)</p>	<p>Litter 6.6% Detritus 13.3% Graffiti 6% Flyposts 1%</p>	<p>Litter 5.6%, Detritus 11%, Graffiti 5%, Flypost 1%</p>	<p><b>Litter 5%</b> <b>Detritus 5%</b> <b>Graffiti 4%</b> <b>Flyposts 0%</b> <b>GREEN</b> </p>	<p>weather conditions, an increase in home composting and the suspension of collections due to the severe weather problems. When compared to 2008/09 had the same amount of garden waste been collected it may have increased the overall combined recycling and composting rate to around 42%. However, 2007/08 produced a similar tonnage to 2009/10 and therefore fluctuations in tonnages due to weather conditions are to be expected and targets should be set accordingly. The expected increase in recycling from the Door stepping project has not been seen and, as the target % has not been met, this will result in a reduction in the contractor's payment. Lead: Matthew Young (2008) Surveys included Berechurch, Marks Tey, Tiptree, West Mersea and Dedham. For the same period this year we surveyed Fordham, Stanway, Shrub End, St Andrew's and Wivenhoe. Historically the 2009 surveyed areas receive more complaints regarding household waste which in turn leads to local issues with litter (escaping refuse etc), partly leading to the increases witnessed. The survey areas are government directed and implemented and are assessed under the Index of Multiple Deprivation (see attached sheet). It is though our intention in the new year to introduce comparative inspections therefore surveying the same areas. Fly-posting, detritus and graffiti have decreased and this is due to the combined efforts of the usual agencies and the partnerships in place to deal with</p>	<p>Litter 4%, Detritus 4%, Graffiti 2%, Flyposting 0%.</p>	<p>The new Street care Strategy incorporating educational strategy and new initiatives around enforcement and graffiti should allow improvement.</p>

## Appendix 2 - 2009/10 Year End Table of Indicators





Indicator	08/09	Target 09/10	Result & DOT 09/10	Year End Report Comments	10/11 Target	Target comments for 2010/11
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				graffiti. (CBC, Police etc) .Efforts are continuing to liaise with DEFRA and obtain monthly figures to obtain more accurate survey results. Regardless of these issues we have seen an improvement in 2009/10 Lead: Matthew Young		
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## Local and Life Chances Indicators



<b>ex-8</b> Invoices paid on time 23	98.3%	98.5%	<b>97.8% RED</b> 	Percentage has slightly dipped this year. Support is needed from all services to hit target. Individual service results are posted on The Hub, and in future all Heads of Service will receive quarterly figures directly. Performance is top quartile. Lead: Charles Warboys	98.5%	Retain target at 98.5%
<b>ex-9</b> Council Tax collected	98.4%	98.5%	<b>98.3% RED</b> 	Collection reflects current economic climate and increased number of payment plans for people having difficulty paying. Top quartile performance . Lead: Charles Warboys	98.5%	Target to be maintained at 98.5% which would represent and improvement on performance in 2009/10.
<b>ex-10</b> Business Rates collected	98.4%	98.5%	<b>98.5% GREEN</b> 	Target Achieved. Lead: Charles Warboys	98.7%	Increase target to 98.7%
<b>ex-12</b> sickness rate (average working days /employee	8.28 days	8 days	<b>8.75 days RED</b> 	Overall, short-term sickness has decreased in comparison with 2008/09 but a slight increase in long-term sickness has had a negative effect on the final outturn figure. There is also quite a clear positive correlation within the services who implement the Ill-Health Capability Procedure for employees triggering the Bradford Factor and	8 days	Target to remain at 8.0 days for 2010/11, as recognised that this is still a challenging area, especially given some of the change that the organisation is and will continue to have to go through in the coming years.

**Appendix 2 - 2009/10 Year End Table of Indicators**

Indicator	08/09	Target 09/10	Result & DOT 09/10	Year End Report Comments	10/11 Target	Target comments for 2010/11
				decreasing short-term sickness. Lead: Lucie Breadman		
<b>ex-79a</b> Benefit claims processed correctly	99.4%	95%	<b>88.88% RED</b> 	Methodology changed mid way through the year impacting on performance. The outturn and new target reflect the new improved quality assurance process, enhancing test checking of the entire assessment process (instead of just end product). Lead: Charles Warboys	90%	Target to alter to 90% reflecting a more achievable outcome given the new methodology and approach to this indicator.
<b>ex-204</b> Planning appeals allowed against our decision to refuse	33.3%	30%	<b>17% GREEN</b> 	Appeals performance continues to be excellent with a higher than average success rate:  Lead: Bev Jones	30%	Retain target at 30% (the national average). Despite good performance very unpredictable. No prospect of abatement in HPDG with the figures achieved.
<b>ex-218b</b> % abandoned vehicles removed in 24 hours	75%	80%	<b>96% GREEN</b> 	Vehicles are removed within a specified time following a formal request made to the contractor. The current reporting method is linked to the old BVPI requirements. During the year 2009/2010 we have experienced a 20% rise in the effectiveness of vehicle collections within 24 hours apportioned to the fact that fewer abandoned vehicles are dealt with due to incentives of vehicle disposal currently available. We currently remove on average, 4 vehicles per month. Lead: Matthew Young	98%	
<b>ex-212</b> Average time to relet council houses	40 days	28	<b>34 days RED</b> 	The year end cumulative figure of 34 days for this indicator is a big improvement on the year end result for 08/09 of 40 days. However, despite the progress that has been made it has still not met the	General Needs TBC	Cabinet have requested that the target be broken down into the three key areas so the performance can be tracked



**Appendix 2 - 2009/10 Year End Table of Indicators**

Indicator	08/09	Target 09/10	Result & DOT 09/10	Year End Report Comments	10/11 Target	Target comments for 2010/11
				target. Following a detailed evaluation of the situation carried out by the Chief Executive of Colchester Borough Homes a clear prioritised action plan has been established and agreed across both organisations to significantly improve performance. Lead: Lindsay Barker	Sheltered housing 47 days Temp Accom 43 days	more accurately to the individual areas. General needs still to be confirmed with CBH.
<b>ex-213</b> Homelessness cases prevented % per 1,000 hhs	4%	4%	<b>4% GREEN</b> 	The work to achieve this target involves a broad range of interventions to prevent homelessness by CBC and our partner agencies. 290 cases dealt with. Lead: Gareth Mitchell	4%	4% per 1,000 households.
<b>Life Chances 10</b> Reduce Decent Homes gap	0	50 homes by 2013	<b>GREEN</b>	This target runs until 2013. An approach has been agreed with the Portfolio Holder to target the Private Sector Renewals budget to achieve this target during the coming 3-years. Lead: Gareth Mitchell	12	To achieve 12 private sector housing grant applications from customers in New Town ward.
<b>Life Chances 13</b> Reduce 'bad debt' evictions	30	30	<b>18 GREEN</b> 	The year end outturn of 18 evictions is a significant achievement considering the difficult economic climate and is testament to the pro-active work CBH provides to assistant tenants in managing their finances. Lead: Lindsay Barker	n/a	Suggest that this measure is removed as it is relevant to CBH and monitored through PSP.

### Appendix 3 - Strategic Plan – action plan 2009-10 actions

This action plan provides the year end position for each of the agreed Strategic Plan Actions during 2009/10. A 'Green' update represents an action where the expected outputs for 2009/10 were achieved and 96% of the actions below have this status, conversely 'red' is where all or some element of the action did not achieve expectations and the update provides a comment to explain this more fully.

#### Addressing older people's needs

Action	Outcome	Outputs	Time scales	Q4 update	GMT lead
Survey, analyse and review services using existing insight from partners and top 5 issues from older people's groups	Appropriateness and focus of services tested against the local priorities for older people	Agree with partners our top 5 priorities for action in Colchester  Develop action plans for these priorities	May 2009  August 2009	<b>Green</b> The top 5 issues from the older people's forum identified: tackling pensioner poverty, increase availability of transport, empower older people through more information and knowledge, increase take-up of warm homes and address inconsistencies in hospital discharge process. There is an action plan in place that is regularly updated.	Matt Sterling
26					
Create a "Younger and Older People's Community Development" resource	Officer capacity to progress the Strategic Plan priorities around younger and older people	Officer capacity within the Life Opportunities Service group secured	March 2009	<b>Green</b> Capacity secured in the Community Development team	Gareth Mitchell
Engage Essex County Council and NHS North East Essex as primary partners with strong links to named officers in both orgs.	Effective partnership working with the two key statutory agencies for older people's services	Named link officers identified  Establish effective communication/joint-working with named link officers	April 2009  March 2010	<b>Green</b> Link officers identified and joint working commenced.	Gareth Mitchell
Encourage take up of	Increased incomes	Agree Service Level	April 2009	<b>Green</b>	Matt

Action	Outcome	Outputs	Time scales	Q4 update	GMT lead
benefits by older people through Welfare Rights team	for residents aged 60+	Agreement with Age Concern Help older people access £300,000 extra income	March 2010	The target of £300K has been achieved.	Sterling
Set up a quarterly Colchester 'Older People's Forum' that feeds into setting annual key priorities	Clearer understanding of priorities for older people's services	First meeting held Agree work plan for this forum	April 2009 July 2009	<b>Green</b> This forum has now met 6 times.	Matt Sterling
Use the assessment of older people's housing needs to prioritise investment including investigating the potential of a Care Village	Improve the feelings of safety for citizens in later life Promote independence in the home Dispel the myth that people in later life are a burden	Options paper to relevant Portfolio Holder(s) setting out needs, opportunities and constraints	March 2010	<b>Green</b> Cabinet considered and approved project to proceed with disposal of former football ground at Layer Road to enable to development of extra-care sheltered housing scheme for older people. Project team established with partner agencies to look at design, capital and revenue funding	Tina Hinson

## Addressing younger people's needs

Action	Outcome	Outputs	Time scales	Q4 update	GMT lead
Lead the Colchester Children and Young People's Strategic Partnership (CCYPSP) in focusing on priority needs	Effective local delivery of children and young people's services	PFH for Performance and Partnerships appointed Chair of the CCYPSP	March 2009	<b>Green</b> PFH for Performance and Partnerships chaired the CCYPSP until it was replaced by the North East Essex Children's Trust Board (NEECTB) in late 2009. PFH now joint Vice-Chair of NEECTB with Leader of Tending DC.	Gareth Mitchell
Work with key partners to ensure the safety and wellbeing of our children	Safeguarding children is a priority for CBC and our partners when developing joint initiatives	Safeguarding agenda embedded in the work of the CCYPSP  Completion of Section 11 (Children Act 2004) Audit of CBC's safeguarding arrangements and resulting action plan.	December 2009  March 2010	<b>Green</b> CBC have played a proactive part in scoping the role of the Stay Safe sub-group of the NEECTB.  First view of Section 11 audit completed and reviewed. Actions progressing to address gaps.	Gareth Mitchell
Increase collaboration between the council, local schools and their students	Effective communication and partnership working between CBC, local schools and students	CBC Cabinet to meet regularly with Colchester Young Essex Assembly (YEA) members  Agree with CCYPSP partners (including schools) a "Life Opportunities" target around primary school attendance	Ongoing  September 2009	<b>Green</b> Quarterly meetings between Cabinet and YEA  We are running a pilot project in Old Heath Primary school to address absenteeism rates and this is still on going. The Public Service partnership will use the findings of the pilot to inform a new target .	Gareth Mitchell /Matt Sterling

Action	Outcome	Outputs	Time scales	Q4 update	GMT lead
Create a "Younger and Older People's Community Development" resource	Officer capacity to progress the Strategic Plan priorities around younger and older people	Officer capacity within the Life Opportunities Service group secured	March 2009	<b>Green</b> Capacity secured in the Community Development team	Gareth Mitchell
Assist in enabling a broader provision of voluntary/charitable youth groups/activities based in local communities	More positive activities for young people	Positive activities identified in the Colchester Children and Young People's Plan and CCYPSP Commissioning themes  Make Community Development officer capacity available to community/voluntary groups	September 2009  April 2009	<b>Green</b> CCYPSP commissioned positive activities services and first monitoring report reviewed by NEECTB.  Capacity secured in the Community Development team	Gareth Mitchell
Actively work with NHS North East Essex Healthy Schools Team to implement prevention services targeted at children and families in deprived neighbourhoods.	Reduced levels of childhood obesity and teenage pregnancies	Promote anti-obesity programmes such as MEND through Healthy School workers	May 2009	<b>Green.</b> The MEND programme ran 3 x 9 week programmes in May, Sep and January.	Matt Sterling
Review and deliver the Colchester Play Strategy	Improved access to play opportunities for children and young people	Agree revised Play Area Development Plan and begin implementation of the action plan	March 2010	<b>Green</b> Play area review has been completed and principles have been adopted to use specific criteria to determine priorities for provision and refurbishment.	Bob Penny

Action	Outcome	Outputs	Time scales	Q4 update	GMT lead
<p>Ensure the work on raising skills levels in the Economic Prosperity Strategy is focused on youth skills priorities</p>	<p>Provide younger people with the skills to enable them to compete effectively in changing economic conditions</p>	<p>Work with the Learning Skills Council, North East Essex Education Business Partnership, including Heads of Schools and the Colchester Institute, to help ensure that the 14-19 agenda including the Diploma and Apprenticeship has the appropriate level of business engagement</p>	<p>March 2010</p>	<p><b>Green</b>  Post of Employer Engagement Manager for Colchester Skills Diploma Area Planning Group created; participating in the APG group and in particular, the Creative and Media Diploma element; researching and working to develop the uptake of Apprenticeships by individuals and employers under the newly launched National Apprenticeship Service.</p>	<p>Nigel Myers</p>

## Community development

Action	Outcome	Outputs	Time scales	Q4 update	GMT lead
Develop a Place Shaping strategy to delegate decision making and service delivery to local communities and respond to the opportunities provided by the Sustainable Communities Act 2007	Clear CBC approach to Sustainable Communities Capacity building within Community for delegated decision making	Citizens Panel established Constitution amended to reflect new legislation Paper on strategy to Leadership Strategy adopted	October 09 October 09 June 09 Mar 10	<b>GREEN</b> Paper on Sustainable Communities Act and Empowerment white paper went to leadership and Council agreed to adopt its objectives. Various elements of the constitution have been amended. 'Citizen Panels' are being used in Task and Finish work but no single 'Panel' has been created.	Ian Vipond
Work with a wide range of statutory and voluntary organisations to deliver the projects in the action plans for the sills and worklessness 'Life Opportunities' targets	Increased skills levels and decreased levels of worklessness amongst residents	Support 11 Learning Champions (ongoing) Agree Grant to Signpost	Ongoing April 2009	<b>Green</b> We have achieved both targets and have been working with Job Centre +, Signpost, Children's Centres, Adult Community Learning and TaCMEP.	Matt Sterling
Invest in voluntary sector organisations to direct work at our Strategic Plan priorities	The voluntary sector contributes work to achieve our strategic priorities	Grants agreed Grants awarded Monitor performance	February 2009 April 2009 October 2009 and March 2010	<b>Green</b> The fund process for 10-11 has just been completed and grants will be paid during April.	Matt Sterling

Action	Outcome	Outputs	Time scales	Q4 update	GMT lead
Work with communities to release resources from a range of sources to deliver tangible community provision using the community facilities audit	More community facilities	Development Team attended fortnightly by Community Development Co-ordinator  Community Facilities Audit completed  New Community Facilities Supplementary Planning Document adopted	Ongoing  June 2009  March 2010	<b>Green</b> Development Team meetings are regularly attended.  The Community Facilities Audit is complete.  The SPD has been completed and is used in Development Team meetings.  Tiptree Community Centre and Forest Road Community Centre are making progress.	Matt Sterling
Identify and work with residents to build their skills to work in their communities	Increased volunteering and pride in communities	Quarterly action planning meetings held with 11 Learning Champions  Mini-conference held to support resident NAP members	April 2009 to March 2010  April 2009	<b>Green</b> Quarterly action planning meetings with Learning Champions have been held.  Mini-conference being organised for NAP members.	Matt Sterling
Engage residents and community groups in target wards to foster increased community spirit and achieve community priorities	Increased pride in communities, increased volunteering, reduced fear of crime	Finalise proposal for a Safer Colchester pilot with Essex Management Board	July 2009	<b>Green</b> Safer Colchester Project is up and running since Sep 09. Areas covered have been Monkwick, Tiptree and New town. This project will be evaluated in the Autumn 2010 to see whether it can be continued.	Matt Sterling



## Community safety

Action	Outcome	Outputs	Time scales	Q4 update	GMT lead
Co-ordinate a series of 'Days of Action' to tackle crime and improve the quality of life in neighbourhoods	Reduced anti-social behaviour and fear of crime	3 days organised and delivered	Ongoing	<b>Green</b> 3 days of action have been held in New Town, Tiptree and Monkwick. Very successful partnerships work to target specific areas in line with the Safer Colchester Project.	Matt Sterling
Reduce crime and anti-social behaviour in the town centre in the evening and encourage greater use by people of all ages	An increased positive perception of the Town Centre during the evening which generates a diverse range of people who are attracted by a wider range of events/activities on offer. The wider range of town centre users promotes a self-regulating approach to anti-social behaviour which reduces the reliance on enforcement activity	Final report from the Night time Economy Task & Finish Group which includes short, medium and long-term action recommendations to be fed into ongoing work related to the Town Centre.  Workshop in May to gain customer insight and engage key stakeholders  Peer Research to gain customer insight	Report by August 09  Workshop in May 09  Peer Research in June 09	<b>Red</b> Best practice academic research has been commissioned which it is hoped will be delivered in July 2010. It is anticipated that the final report could then be completed by the end of the Summer 2010.	Bev Jones
Support the development and extension of the SOS and Community Bus Project	Financial sustainability for the SOS Bus	Open Road operate the Bus Friday and Saturday evenings  CDRP funding for bus performance managed	Ongoing  October 2009 and March 2010	<b>Green</b> This has been expanded to include a 2 <sup>nd</sup> mini SoS vehicle. This is used on 'Days of action' events and other community safety initiatives.	Matt Sterling

Action	Outcome	Outputs	Time scales	Q4 update	GMT lead
Together with our partners enable communities to challenge anti-social behaviour and develop Neighbourhood Action Panels to ensure community issues are being actioned and resolved	Reduced anti-social behaviour and improved responsiveness by Police, CBC and ECC	15 panels serviced on a monthly or bi-monthly basis  Mini-conference for participants held  Border changes implemented	Ongoing  April 2009  July 2009	<b>Green</b> All 15 NAPs being covered on a regular basis.  NAP Chairs meeting is being organised for end of May 2010 which will include police authority and parish councils.  Border changes implemented.	Matt Sterling

## Congestion busting

Action	Outcome	Outputs	Time scales	Quarter 4 Update	GMT lead
Devise planning policy which ensures new developments incorporate walking, cycle routes and public transport services at the initial planning stages	Planning documents which articulate our plans and can be used to influence others including our partners, the private sector (developers) and funding bodies such as the HGP, EERA, EEDA	Updated Transport Strategy Document for Colchester for inclusion in LTP3.	December 2009	<b>GREEN</b> Working with ECC on developing Transport Strategy for Colchester.	Paul Wilkins on
	Increase funding for transportation measures to address congestion through behavioural change.	Transportation policies included within Development Control Policies and land for transport infrastructure identified in the Site Allocations		Development Policies and Site Allocations DPDs submitted and hope to adopt October 2010	Karen Syrett

Action	Outcome	Outputs	Time scales	Quarter 4 Update	GMT lead
Set up a travel behavioural change programme working with existing communities	Increase the number of people using alternative methods of travel to access the station, the town centre, schools and places of employment.	Residential Sign contract with “personalised travel” planning company.  Introduce travel planning in the High Woods area linked to the Cycling Town initiative	June 2009	<b>GREEN</b> Personalised travel planning undertaken in Highwoods as part of Cycle Town to promote the use of the improved infrastructure in the area.  Travel planning at various locations continue to be undertaken.	Paul Wilkins
		Education Workshop held with ECC and partners to identify priorities and actions for education, residential and business	2009/10	Travel Plan launched September 2009. Businesses to participate in Cycle challenge May 2010 <b>GREEN</b>	Paul Wilkins
		Business Approval of the Severalls Travel Plan	2009/10		Paul Wilkins

Action	Outcome	Outputs	Time scales	Quarter 4 Update	GMT lead
Work in partnership to release land and deliver the A12 junction, the Northern Approaches Road and the Busway.	Provide new access and release land for housing and economic development through delivery of the A12 Junction and relieve congestion around the North Station area.	CIF2 funding awarded  Renegotiation of Severalls s106  Notice served on agricultural tenant and Land released for construction of the infrastructure	April 2009  March 2010  July 2009	<b>GREEN</b> Work started on site to construct junction, to be opened spring 2011  Discussions have commenced and are continuing with HCA and NEMHT  Completed allowing access onto land for construction of the junction, moving of the petrol filling station to allow release of land for development	Karen Syrett / Fiona Duhamel
Consider a planning application and make available land to allow delivery of Park and Ride at North Colchester	Increase the attractiveness of the town centre as a place to live, work, shop and visit. Reduce greenhouse gasses produced by transport	Location and site included in LDF Site Allocation document  Provide support to ECC in order to secure funding	November 2009  March 2010	<b>GREEN</b> Site included in site allocation submission document and proposals map. Document subject to examination and expect to be adopted October 2010  Work to commence with ECC following approval of planning application this spring	Karen Syrett / Fiona Duhamel

Action	Outcome	Outputs	Time scales	Quarter 4 Update	GMT lead
Upgrade existing and construct new cycle routes using newly acquired Cycling Town status and improve cycle security at rail stations to encourage residents to use bikes/public transport	Increase the levels of people cycling. Reduce greenhouse gasses produced by transport	1.5km of Foot and Cycle paths improved across High Woods Country Park. 2.5km of foot and cycle paths improved through the Highwoods residential area. Launch the improved High Woods Town Centre to Community Stadium Route Improve the routes linking Greenstead to the Hythe Station area	March 2010  June 2009  June 2009  March 2010	<b>GREEN</b> Main route to station complete and launched Oct 2009 Final section programmed for completion Spring 2010 Routes launched Mar 2010	Paul Wilkins on

Action	Outcome	Outputs	Time scales	Quarter 4 Update	GMT lead
Commence the changes to the town centre to reduce traffic and improve reliability of the bus operation	Increase the operational reliability of passenger transport especially in the town centre.	Reach agreement between CBC and ECC on key fundamentals to be agreed for delivery.  Agree a programme of delivery for Town Centre Transport Project  Deliver a number of “quick wins” to improve public realm and transport	April 2009  May 2009  Dec 2009	<b>GREEN</b> Fundamentals agreed by CBC/ECC members Agreement reached with ECC to develop option for improving bus reliability and operation in the town  Detail design commenced for phase 1. Better Town centre Engagement launched Mar 2010 for 2010/11  External Façade of Fire Building in High Street renovated – completed March 2010. Working with Garrison Association St Peters Church yard cleared to allow improved access - November 2010. Continued working with ECC on designing transport options for the town centre to meet the agreed fundamentals	Paul Wilkins on / Fiona Duhamel

Action	Outcome	Outputs	Time scales	Quarter 4 Update	GMT lead
<p>Improve the environments in and around Colchester's stations, increase the length of platforms at the Hythe station to allow for improved train operation and approve a pilot Travel Plan for Colchester Station</p>	<p>Increase the number of people using alternative methods of travel to access the station and places of employment.</p> <p>Reduce greenhouse gasses produced by transport</p>	<p>Lengthened platforms at the Hythe</p> <p>Improved environment to the Hythe Station</p> <p>Submit Pilot Station travel plan to ATOC.</p> <p>Set up governance arrangements with Partners</p> <p>Improve and increase level of cycle parking at North Station</p>	<p>September 2009</p> <p>September 2009</p> <p>May 2009</p> <p>May 2009</p> <p>December 2009</p>	<p><b>GREEN</b> Completed.</p> <p>Complete</p> <p>Submitted</p> <p>Launched Oct 2009</p> <p>North side to be implemented April 2010</p>	<p>Paul Wilkins on / Fiona Duhamel</p>
<p>Work with Essex County Council to deliver acceptable sustainable changes to the A133</p>	<p>Provide new access and release land for housing and economic development through delivery of the A12 Junction and relieve congestion around the North Station area.</p>	<p>Modifications to the Albert, Colne Bank and Essex Hall Roundabout</p>	<p>April 2009</p>	<p><b>GREEN</b> Modifications to the Albert, and Essex Hall Roundabouts completed.</p>	<p>Paul Wilkins on</p>



Action	Outcome	Outputs	Time scales	Quarter 4 Update	GMT lead
LDF Preparation; Site Allocations DPD – submission November 2009, examination March 2010 and adoption August 2010.	Spatial planning plays a central role in the overall task of place shaping and in the delivery of land uses and associated activities.	Site Allocations DPD Dev Policies DPD NS Masterplan Nirth Col. Masterplan Community Facilities SPD Affordable Housing SPD Backland Dev SPD	Submission November 2009  April 2010 April 2010 September 2009 September 2009 September 2009	<b>GREEN</b> Timescales met to date.	Karen Syrett
Development Policies DPD - submission November 2009, examination June 2010 and adoption November 2010.  Supplementary Planning Documents due for adoption 2009 – 11.					
Complete East Transit corridor Feasibility Study	Identification of feasible options to deliver improved connections between East Colchester and Town Centre	Feasibility Study Report to allow consideration of options	April 2009	<b>Green</b> – completed. Information used to inform LDF Site allocation process	Karen Syrett / Fiona Duhamel

## Enabling job creation

Action	Outcome	Outputs	Time scales	Q4 update	GMT lead
Exploit Colchester's strategic location between London, Stansted and the Haven Gateway ports to promote international trade, secure inward investment and major infrastructure projects	Create 10 new jobs through Foreign Direct Investment Refresh 'Choose Colchester' inward investment promotion pack Launch tactical campaign directed at 200 key relocation decision makers in the UK Lobby East of England International to shortlist Colchester for all appropriate foreign direct investment enquiries Use culture led place marketing to attract inward investment	LAA2 Economic Prosperity Strategy 2007-2010 National, regional and local targeted publicity	March 2010	<b>Green</b> Working on 2 active leads (50+ jobs) with East of England International to secure FDI  Campaign refresh and website redesign planned for Summer 2010 following rethink of inward investment approach  <b>Green</b> Continue to actively lobby EEI which has resulted in active leads  <b>Green</b> In partnership with Regional Cities East (RCE) and the Centre for Urban for Urban Renaissance (CURE) staging an event aimed at public and private sector 'Promoting Colchester as a Cultural Hub' on 8 October	Nigel Myers

Action	Outcome	Outputs	Time scales	Q4 update	GMT lead
Ensure the availability of sufficient quality employment land via our planning process to meet the needs of our residents	Provide policy expertise to help secure additional 3.2 ha of employment land defined as being of high quality Convert redundant rural buildings into 10 units for commercial use	LDF Economic Prosperity Strategy 2007-2010	March 2010	<b>Green</b> Inclusion of Stane Park (7 ha.) as a high quality site; now included as an extension of the Stanway Strategic Employment Zone. Also, influenced the LDF Core Strategy to bring forward sustainable rural development sites, now included in the Site Allocations Submission Document. Working with landowners to bring forward 12 redundant rural units into commercial use. 2010/11 retain action but refresh outcomes	Nigel Myers
Use planning gain and other funding streams to raise the number of apprenticeships and increase the take up of training and employment opportunities	Adoption of Supplementary Planning Gain proposal to utilise S.106 funding for the provision of training and apprenticeships Create in partnership with the North East Essex Education Business Partnership an additional 100 company placements/apprenticeships as part of their 'Crossing the Gap' initiative	LAA2 Economic Prosperity Strategy 2007-2010	March 2010	<b>Green</b> Draft SPD presented to Development Team and now being submitted to Spatial Policy as an additional and necessary key document. Adoption target Summer 2010  Securing the Future Jobs Funding has given new impetus to this initiative – 88 placements/apprenticeships secured for 2010/11	Nigel Myers

Action	Outcome	Outputs	Time scales	Q4 update	GMT lead
Increase incubation and grow-on space to sustain business growth	Secure funding and arrangements for incubation and grow on space in North Colchester Influence and provide policy expertise for the development of additional incubation and grow on space at other sites such as Stane Park	LAA2 Economic Prosperity Strategy 2007-2010	March 2010	<b>Green</b> North Colchester BIC onsite with completion due 2010-11 Stane Park outline planning contains requirement to build a business incubator. (Development currently on hold)	Nigel Myers

Action	Outcome	Outputs	Time scales	Q4 update	GMT lead
Support the creation of new businesses by working in partnership with other agencies nationally and regionally to market Colchester as a preferred business location	<p>Actively support campaigns such as National Enterprise Week in November 2009 to encourage the growth of self employment and business start up activity</p> <p>Utilise LAA1 Reward Grant and partner contributions to increase the level of business start up particularly from those who are currently under represented in the business community</p> <p>Promote Colchester through targeted trade publications using editorial rather than paid for advertising</p>	LAA2 Economic Prosperity Strategy 2007-2010	December 2010	<p><b>Green</b></p> <p>Support to be provided to Colchester Business Enterprise Agency (COLBEA) for the National Enterprise Week in November 2009 and the 'Grow your own business and prosper' event on 8 October</p> <p>LAA Reward Grant is being deployed in partnership with COLBEA to increase the level of start ups – Service Level Agreement targets are currently being exceeded</p> <p>Successfully placed several free editorial articles in key local, regional and national publications</p>	Nigel Myers

Action	Outcome	Outputs	Time scales	Q4 update	GMT lead
<p>Sustain and where possible strengthen the independent retail sector within the borough offering of the borough</p>	<p>Work with the Colchester Town Centre Business Planning Group to agree and implement projects in the town centre which will increase footfall and retail expenditure</p> <p>Identify and prioritise opportunities outside of the town centre for strengthening the retail offer</p> <p>Use Festival to improve Colchester's profile as a destination for visitors and businesses</p> <p>Contribution to other Town Centre land place marketing initiatives to improve sense of place eg night time economy</p>	<p>Programme of coordinated events including the Christmas Lights and Colchester in Bloom</p> <p>Deliver Year 1 actions from the festival development strategy and evaluate and report findings</p> <p>Set of principles and priorities for the Town Centre agreed and action plans in place to address key issues and opportunities</p> <p>Investigation into the benefits of an Area action plan for the Town Centre</p>	<p>January 2010</p>	<p><b>Green</b></p> <p>Project plan agreed and implemented by the Colchester Town Centre Business Group to coordinate Christmas activities</p> <p>Principles and priorities paper drafted for 5 a side and Renaissance Partnership Board.</p> <p>Town Centre Project Plan in place.</p> <p>Robust mechanisms now in place to ensure the business community can be consulted on future place making initiatives</p> <p><b>Ongoing</b></p> <p>Evaluation complete and finding used to develop ongoing festival strategy – 2020 lead</p> <p>Principles and priorities for town centre agreed and delivery programme in place – initial engagement complete</p> <p><b>Green</b></p> <p>Ongoing investigations for Area action plan</p>	<p>Nigel Myers/ Fiona Duhamel</p>

Action	Outcome	Outputs	Time scales	Q4 update	GMT lead
<p>Raise the skill levels of the local workforce to obtain better paid employment by innovative collaboration with employers, educational institutions and other key partners</p>	<p>Work with LAA partners to increase the proportion of the working age population qualified to at least Level 3 or higher by 1% Use s.106 funding to provide NVQ 2 training for up to 150 residents to secure employment with Sainsbury's and Waitrose Effectively signpost in collaboration with partner organisations skills and employment opportunities in the borough Work with the North East Essex Education Business Partnership, including Heads of Schools and the Colchester Institute, to help ensure that the 14-19 agenda including the Diploma and Apprenticeship has the appropriate level of business engagement Implement the Colchester internship/company placement scheme with the University of</p>	<p>LAA2 Economic Prosperity Strategy 2007-201</p>	<p>November 2010</p>	<p><b>Green</b> Target has been achieved.</p> <p><b>Green</b> NVQ Level 2 training has been provided to 75 local residents to help secure employment with Waitrose. NVQ Level 2 training for 100 local residents will be provided to help secure employment with Sainsbury's; development forecast to commence on-site December 2009 with pre-meetings to ensure delivery of full pre-employment and training scheme to coincide with opening in late 2010</p> <p><b>Green</b> Business pages web redesign and updated business database (7,000+ entries) has streamlined signposting of skills/ employment entries Re-branding of "Services for the Unemployed Committee" as "Colchester Works!") and formal launch and website under development</p> <p><b>Green</b> Providing employer contact information for key sectors to APG Employer Engagement Manager and planning some key sector events, including Financial, Construction, Creative and Media, Social Care and Retail</p>	<p>Nigel Myers</p>

## Healthy living

Action	Outcome	Outputs	Time scales	Q4 update	GMT lead
Work with a wide range of statutory and voluntary organisations to deliver the projects in the action plans for the Local Area Agreement and 'Life Opportunities' targets on childhood obesity, smoking and teenage pregnancy	Reduced levels of childhood obesity, smoking, and teenage pregnancies	Agree Joint Appointment with NHS NEE  Review of action plans with NEE NHS  With PSP partners, commission projects to contribute to this work using PRG funding	May 2009  July 2009  April 2009	<b>Green</b> Two of these targets have been achieved. One has more time to run (teenage conception till 2012).	Matt Sterling
Co-ordinate the Lottery-funded MEND (childhood obesity) scheme	Increased awareness of healthy eating and exercise	Secure continuation funding	June 2009	<b>Green</b> The MEND programme ran 3 x 9 week programmes in May, Sep and January. The programme is funded by the PCT and we have funding to cover 2010-11 and so will run a further 3 programmes	Matt Sterling
Deliver the NHS North East Essex collaboration plan for healthy lifestyles and attract funding for new health initiatives	More people leading healthy, active lifestyles, reduced levels of childhood obesity and more adults participating in sport	Deliver Bodycare Roadshows in 10 schools  Deliver sports coaching in 20 schools  Introduce 3 new health walks	March 2010  March 2010  September 2009	<b>Red</b> Target missed due to a combination of staff vacancies, poor take up by schools and the families at the schools and a review of the scheme mid-year. <b>Green</b>  <b>Green</b>	Simon Grady



Action		Outcome		Outputs		Time scales		Q4 update		GMT lead
Give advice to residents on accessing grants to better insulate their homes	Warmer homes and reduced fuel bills for residents aged 60+	Provide 4-day-per-week service Advise 500 people on better insulating and heating their homes	Ongoing March 2010	<b>Green</b> We have been delivering this service and have advised about 900 customers.	Matt Sterling					
Deliver the NHS-funded fuel poverty scheme ('Warm Homes 2')	Improved healthiness amongst target group	Follow-up contact made with patients who have not responded Fund heating and insulating work in 15 homes Report on pilot scheme outcomes	April 2009 January 2010 January 2010	<b>Green</b> In addition secondary letters were sent out to patients. This project was extended in agreement with the PCT to allow completion following problems due to severe weather. We were able to extend this through prudent use of funds to assist more residents. Status reports have been completed in July and November.	Matt Sterling					
Deliver the Community Sport Network action plan and the Development Plan for Sport	More people leading healthy, active lifestyles, reduced levels of childhood obesity and more adults participating in sport External investment in sports provision in Colchester	Launch new "Active Colchester" website to incorporate all local opportunities provided by CBC and its partners New Borough-wide development plan produced including local priorities for sport and leisure provision	June 2009 September 2009	<b>Red</b> Target missed due to ICT resources prioritised elsewhere and changes to the IT solutions during the project. New plan agreed by the local Community Sports Network "Active Colchester". To be adopted by CBC.	Simon Grady					

Action	Outcome	Outputs	Time scales	Q4 update	GMT lead
Work with partners to deliver the London 2012 Partnership Plan	More people leading healthy, active lifestyles, reduced levels of childhood obesity and more adults participating in sport	Co-ordinate the Colchester 'offer' to Olympic and Paralympic Committees to maximise the chances of securing a pre games training or preparation camp in the Borough	Ongoing	Regular meetings arranged with key partners and various projects in place to maximise the legacy for Colchester.	Simon Grady

**Homes for all**

<b>Action</b>	<b>Outcome</b>	<b>Outputs</b>	<b>Time scales</b>	<b>Q4 update</b>	<b>GMT lead</b>
<p>Co-ordinate, provide and promote an advice service with partners to make sure people get all the help they need to remain in their own homes.</p>	<p>More people are able to remain in their own homes</p>	<p>Recommendations made as part of Housing Services Review. Investigate opportunities that arise from introduction of 'Public Sector village'. Reduction in homelessness applications. Increase in homelessness prevention figures. Decrease in the use of temporary accommodation.</p>	<p>March 2010</p>	<p><b>Green</b> Transformational service opportunities identified from Housing Review are being made ready for implementation in June. Structure of Housing Services Teams transformed to ensure that strategic plan objectives are achieved and business case for Transforming Colchester's Housing Services is implemented. "Homechoice" has been integrated into the CSC/Infopoint Colchester.  There has been a reduction in homelessness applications (550 in 2008/2009 to 415 in 2009/2010 ) and the number of households accepted as homeless (285 in 2008/2009 to 209 in 2009/10) There has also been a decrease in the use of temporary accommodation in 2009/2010 (179 at end of March 2010 compared to 206 at end of March 2009)</p>	<p>Matt Sterling</p>

Action	Outcome	Outputs	Time scales	Q4 update	GMT lead
Lead a review of private and publicly owned sites including rural exception sites to deliver new affordable housing across the borough.	Land assets are used efficiently to maximise the delivery of affordable housing. Public sector land is made available for affordable housing.	Identify ownership of land 2009/2010.	March 2010	<b>Green</b> Review of Council owned garage sites and their development potential completed.	Tina Hinson / Karen Syrett
Implement Colchester's Local Development Framework, including a robust Affordable Housing Supplementary Planning Document to seek 35% of all new homes to be affordable on sites with 3 or more homes in rural areas and 10 or more homes in urban areas.	The Planning system is used effectively to deliver safe, secure, decent and affordable homes.	Draft policy completed March 09. Consultation completed June 09. Final document approved October 09.	October 2009	<b>Green</b> Draft policy was completed by target date. Consultation was completed by target date. Slippage on approval of final document due to the complexities of setting a contribution level that is viable in current housing market. Recommend date is changed to October 2010. This target was affected by the bringing forward of the Examination of DPDs. Core Strategy is being implemented and we are seeking 35% of all new homes to be affordable on sites with 3 or more homes in rural areas and 10 or more homes in urban areas on all new planning applications. The affordable housing target for 2009-2010 is 128 and 156 new affordable homes were delivered.	Karen Syrett

Action	Outcome	Outputs	Time scales	Q4 update	GMT lead
Adopt a site allocations development plan document to ensure a 15 year rolling supply of housing sites.	The Planning system is used effectively to deliver safe, secure, decent and affordable homes.	Submission of DPD November 2009. DPD adopted and published August 2010.	August 2010	<b>Green</b> Completed November 2009.	Karen Syrett
Ensure that all Council homes meet the Decent Homes Standard.	Ensure that all Council homes meet the Decent Homes Standard by December 2012.	To complete the procurement and restart the Decent Homes programme.	October 2009	<b>Green</b> EU Procurement process has been completed. Contract awarded in October. Decent Homes Programme to be restarted during April 2010	
Identify private properties to target for improvement to the Decent Homes standard and seek external funding to deliver.	Prioritized risk based inspection of all properties in New Town with completed report.	A detailed survey of properties in the New Town area to be completed. Recommendations for action reported to Portfolio Holder. Investigate possible sources of additional / external funding. Work with Fuel Poverty Officer to identify properties for work that would make them "decent".	Inspections completed October 2009 Final report December 2009	<b>Green</b> Recommendations for action reported to Portfolio Holder in March 2010. Survey no longer needed. Portfolio Holder agreement to revised approach. Private Sector renewals budget will be promoted to achieve this target between 2010-13. Possible sources of additional funding investigated and none available.	Matt Sterling

Action	Outcome	Outputs	Time scales	Q4 update	GMT lead
Encourage the return of empty properties to use.	A reduction in the number of properties on the council tax register as being empty over 6 months in the borough.	Rewrite and implement 'Empty Homes Strategy' prioritising action on the longest standing empty properties first. Target: 80 empty properties bought back into use.	March 2010	<b>Green</b> We have returned 97 properties to use.	Matt Sterling

**Reduce, reuse, recycle**

Action	Outcome	Outputs	Time scales	Q4 update Retain 10/11?	GMT lead
Prepare an options appraisal to identify potential future service delivery	Further exploration of the options identified within the appraisal	The establishment of a Member Task and Finish group through the Policy Review and Development Panel Recommendations to Cabinet on the option to be taken forward	T&F Gp Start April 2009. Report to Policy Pnl Oct 2009 then to Cabinet from panel by Dec09	<p><b>GREEN</b> A full options appraisal was prepared and taken through the Task and Finish Group. A full public consultation on the options chosen took place between 2 November 2009 and 29 January 2010.</p> <p>The results of the consultation were presented to the Policy Development and Review Panel. A new work programme for the Task and Finish Group will be developed to take forward the results of the consultation into 2010/11.</p>	Chris Dowsin g
55 Extend the kerbside recycling service to all flats	Extended recycling facilities to residents living in flats	Increased levels of recycling helping to achieve the Councils recycling targets. Greater participation and levels of satisfaction	Procure materials from April 09 with installation and ext service Sum 09	<p><b>GREEN</b> Extension of service now complete but ongoing for new developments.</p> <p>All residents in flats now have facilities in</p>	Dave McMan us

Action	Outcome	Outputs	Time scales	Q4 update Retain 10/11?	GMT lead
Carry out education and information programmes that persuades and encourages residents to reduce their waste and recycle all materials	An increase in waste minimisation, reuse and participation in the Council's recycling services	Increased levels of participation in the Council's kerbside recycling collection service Increased levels of recycling to meet LAA2 targets Reduction in the overall levels of waste arisings going to landfill	Door steppers project to commence May 2009	<b>GREEN</b> A door stepping campaign was carried out in areas where participation in the Council's kerbside recycling scheme was low. Pre campaign monitoring took place during September and October 2009 with door to door advice to residents taking place during October, November and December 2009. Post campaign monitoring took place during January and February 2010.	Chris Dowsin
56				Final reports in relation to the project are being completed and are anticipated to be complete by May 2010.  High levels of waste minimisation have been achieved during 2009/10 resulting in a 8.5% decrease in waste to landfill.	
Carry out cleaning blitzes and increase visibility of street based staff and resources	Highly visible street cleaning service with in depth cleansing operation. Additional resources targeting areas where routing cleaning is inadequate	Increased levels of street cleaning on specified days. Involvement of ward members and residents groups Increased customer satisfaction	Start Jan 09 Program in place until Dec 09	<b>GREEN</b> Monthly programmed blitz cleans taking place and ongoing. Originally scheduled for the calendar year these events have now been programmed in for 2010.  Days of action are a supplement to this and now taking part in Safer Colchester project.	Dave McManus



Action	Outcome	Outputs	Time scales	Q4 update Retain 10/11?	GMT lead
Investigate a food waste collection service	Food waste collections fully investigated and understood as part of an effective waste and recycling collection scheme	The collection of food waste will be investigated further by the Member Task and Finish group set up to look at the options in more detail.	Task and Finish group to commence April 2009 and report back to Policy Panel October 2009	<b>GREEN</b> As part of the options appraisal work undertaken by the Task and Finish Group food waste collections were fully investigated by looking at existing schemes as well as reviewing case study documentation and best practice literature.  Food waste collection was present in each of the four options chosen and explained as part of the public consultation on potential future collection options. The potential trialling of food waste collections will form part of the Task and Finish Group's work programme during 2010/11	Chris Dowsin
57 Provide a free recycling service to all Schools	Schools and young people are recycling more in conjunction with the Eco schools programme	The collection of recycled materials from schools Increased educational work and behavioural changes		<b>GREEN</b> Complete – all schools have access to free service.  A free recycling service is now offered to all schools who sign up to CBC as customers for residual waste  The extension to the flat recycling scheme is envisaged to provide the capacity to enhance this service	Dave McManus

Action	Outcome	Outputs	Time scales	Q4 update Retain 10/11?	GMT lead
Investigate the potential benefits to Colchester of an Inter Authority Agreement with Essex County Council	The potential benefits of an Inter Authority Agreement with Essex County Council are explored through the East Area Waste Management Joint Committee and through 1-2-1 discussions with Essex County Council.	An agreement is reached with Essex County Council to enter into or not an inter authority agreement.	Meetings with ECC will take place in March 09	<b>GREEN</b> The potential benefits to Colchester from signing an Inter Authority Agreement with Essex County Council have been explored both through the East Area waste management joint committee as well as ongoing discussion with Essex County Council.  At present the Council has not yet decided to commit to such an agreement.	Chris Dowsing
Work with voluntary and charitable organisations to promote and enable the reuse of a range of household items and materials	More material is taken from the waste stream and diverted for reuse rather than being sent to landfill	Support is provided by the Council to voluntary and charities willing to engage in the reuse of materials	Ongoing	<b>GREEN</b> Support is provided to organisations that wish to reuse materials that otherwise would have ended up in the residual waste stream. This area has however been less of a priority due to resources being directed to other projects. The promotion of reuse will remain as part of the 2010/11 strategic plan action plan.  The Council has achieved a to landfill during 2009/10 achieving an outturn of high level of reduction in the amount of waste going 482kgs per capita against the target of 508 kgs and the 2008/09 figure of 527 kgs.	Chris Dowsing

## Appendix 4 - Strategic Plan – action plan 2010 -11 draft actions

What follows here is the draft action plan for 2010 -11, covering the year from April 2010 to March 2011. Progress will be monitored regularly by the Council's Cabinet and by the Strategic Overview and Scrutiny Panel. This action plan remains a working document throughout the year and updates and amendments will be added as required.

### Addressing older people's needs

Action	Outcome	Outputs	Timescales	GMT lead	Partners	WWW link
Encourage take up of benefits by older people through Welfare Rights team	Increased incomes for residents aged 60+	Monitor Service Level Agreement with Age Concern  Help older people access £600,000 extra income	March 2011	Matt Sterling	Age Concern Colchester	Customer Excellence
Continued support for quarterly Colchester 'Older People's Forum'	Clearer understanding of priorities for older people's services	Quarterly meetings held where actions on workplan are reported on and updated. Web pages created, promoted and updated with relevant information.	Mar 2011  Mar 2011	Matt Sterling	ECC NHS NEE CBH Vol Orgs	Customer Excellence
Care Village Project following the assessment of older people's housing needs to prioritise investment	Improve the feelings of safety for citizens in later life  Promote independence in the home  Dispel the myth that	Agree procurement and secure partner  Agree design  Seek capital and revenue funding working in partnership with the Homes and	Dec 2011  March 2011  March 2011	Tina Hinson	Essex County Council Adults Health and Community Well-Being, Supporting People, Service Providers.	Customer Excellence

Action	Outcome	Outputs	Timescales	GMT lead	Partners	WWW link
Complete a strategic review of accommodation for older people.	people in later life are a burden Support independent living for older people	Communities Agency and Essex County Council Strategic review document Recommendations report to Portfolio Holder regarding the 6 council sheltered housing schemes under review. Implementation plan developed with CBH.	March 2011	Tina Hinson	CBH All providers of older people in the borough	Customer Excellence
Essex Safeguarding Adults Board audit / self assessment to be completed.	The council fulfils its responsibility to ensure the safety and wellbeing of vulnerable adults who access its services. Mobilisation of the third sector to support older peoples needs	Increase the breadth of services available in relation to community alarms. Self assessment submitted to Essex Safeguarding Adults Board highlighting current practice and gaps to enable action plan / training. Action plan of joint work on this subject with the University	March 2011	Matthew Young	Essex County Council	Customer Excellence
Draw up an action plan of work around the University Partnership to increase the Mobilisation of the 3 <sup>rd</sup> sector.	The Council works in partnership across the public sector to provide a single point of access to	Evaluation of Infopoint@Colchester strategy	March 2011	Gareth Mitchell	University Partnership	Leadership of Place and Customer Excellence
Work with key strategic partners to develop a co-ordinated multiagency commitment to the Strategic Plan Priorities				P Donnelly L Rathbone	Essex County Council Essex Police Essex County Fire and Rescue Service	Customer Excellence

Action	Outcome	Outputs	Timescales	GMT lead	Partners	WWW link
through Infopoint @Colchester	customers in relation to our Strategic Plan Priorities				NE Essex PCT	
Carry out food poisoning awareness initiatives to educate older people on health risks arising from poor practices.	Reduced levels of illness and deaths in older people due to food poisoning incidents. Less wastage of food and consequent savings.	Training sessions arranged in appropriate venues and guidance published in various forms.	March 2011	Colin Daines	NEE PCT	Customer Excellence

### Addressing younger people's needs

Action	Outcome	Outputs	Timescales	GMT lead	Partners	WWW link
Work with key partners to ensure the safety and wellbeing of our Children	Safeguarding children is a priority for CBC and our partners when developing joint initiatives	Submission of Section 11 (Children Act 2004) audit to Essex Safeguarding Children's Board and presentation to the Board on CBC's safeguarding arrangements.  Proactive membership of and participation in the North East Essex Children's Trust Board's "Stay Safe" sub-group	October 2010    March 2011	Gareth Mitchell	Essex County Council/NHS North East Essex/Essex Police/Learning and Skills Council/local Schools/Voluntary sector partners/Safer Colchester Partnership	Leadership of place
Increase collaboration between the council, local schools and their	Effective communication and partnership working	Agree with CCYPSP partners (including schools) a "Life	September 2010	Gareth Mitchell	PSP	Leadership of place

Action	Outcome	Outputs	Timescales	GMT lead	Partners	WWW link
students	between CBC, local schools and students	<p>Opportunities" target around primary school attendance</p> <p>We are running a pilot project in Old Heath Primary school to address absenteeism rates. The Public Service Partnership will use the findings of the pilot to inform a new target in September</p>				
Train a member of staff at each of the 11 Children's Centres in Colchester to deliver Benefits advice to families accessing these centres.	Increased income for those families who can access benefits.	<p>Deliver training to designated member of staff in each Children's Centre.</p> <p>Provide advice to those workers.</p>	Mar 2011	Matt Sterling	Children's Centre in Colchester	Customer Excellence
Ensure the work on raising skills levels in the Economic Prosperity Strategy is focused on youth skills priorities	Provide younger people with the skills to enable them to compete effectively in changing economic conditions	<p>Work with the Learning Skills Council, North East Essex Education Business Partnership, including Heads of Schools and the Colchester Institute, to help ensure that the 14-19 agenda including the Diploma and Apprenticeship has the appropriate level of business engagement</p>	March 2011	Nigel Myers	Learning Skills Council/ North East Essex Business Partnership/Colchester Institute	Leadership of place
		Deliver the Future Jobs	April 2011	Nigel Myers	'Colchester Works'	Leadership of place

Action	Outcome	Outputs	Timescales	GMT lead	Partners	WWW link
To review swimming lesson provision in primary schools with the aim that by the age of 11 (Key Stage 2) every child has an opportunity to learn to swim at least 25m unaided.	More local young people have the opportunity to learn to swim and more Primary School aged children attending swimming lessons at Colchester Leisure World	<p>Fund Project (88 work placements for unemployed people aged 18-24) in collaboration with partners</p> <p>Complete a review of primary schools swimming lessons that identifies any primary schools not offering swimming lessons.</p> <p>Support those Primary Schools not offering swimming lessons to increase access to swimming lessons for their pupils (either during or outside of school).</p>	End of July 2010	Simon Grady	<p>Group including Signpost and Job Centre Plus</p> <p>Schools Sports Partnership</p> <p>Amateur Swimming Association</p> <p>Extended Schools</p> <p>NEE NHS</p> <p>All Primary Schools in the Borough</p>	Leadership of place
Organise a varied programme of subsidised or free activities on 50 days (including school holidays) in at least 5 different venues in the Borough to include: Castle Park adiZone St.Annes MUGA	<p>More opportunities for young people to participate in sport and physical activity</p> <p>Increase number of venues where subsidised or free activities are available during main school holidays (Expanding Sport in the Park project from</p>	<p>External funding and partnerships agreed</p> <p>Dates for the activities agreed</p> <p>Activities agreed and planned</p>	By end of March 2011	Simon Grady	<p>Extended Schools</p> <p>Schools Sports Partnership</p> <p>Safer Colchester</p> <p>CUCST</p>	Leadership of place

Action	Outcome 2009/10)	Outputs	Timescales	GMT lead	Partners	WWW link
<p>Work with families displaying a chaotic household and key partners to deliver improved future prospects for children and young people</p> <p>Provide intensive support to:</p> <ul style="list-style-type: none"> <li>▪ families to reduce the number of individuals causing anti-social behaviour and,</li> <li>▪ individuals suffering the effects of anti-social behaviour.</li> </ul> <p>Work with 5 individual cases each year for the duration of the grant-funded project (Nov 2009 – Nov 2011)</p>	<p>Sustainably improved home-life circumstances which will enable children and young people to recognise and access the opportunities available for them to realise their potential</p>	<p>Access to Grants and other funding streams to support families</p> <p>Coaching on life skills, parenting etc to change behaviour &amp; attitudes</p> <p>Referrals to key partner agencies</p> <p>Facilitating access to other support networks</p>	<p>March 2011 (funding for Family Intervention Worker post finishes Nov 2011)</p>	<p>Karen Newman</p>	<p>Essex County Council/NHS North East Essex/Essex Police/local Schools/Voluntary sector partners/Safer Colchester Partnership/PCT/DW P/RSLs</p>	<p>Leadership of place</p>
<p>Deliver new play opportunities within Castle Park including installation of new equipped children's play area.</p>	<p>Increased and improved play provision.</p>	<p>New play area</p>	<p>Consultation July/Aug 2010 Play area installation by Feb 2011</p>	<p>Bob Penny</p>	<p>English Heritage Friends of Castle Park DCSF</p>	<p>Leadership of place</p>



Action	Outcome	Outputs	Timescales	GMT lead	Partners	WWW link
Deliver new challenging play opportunities within High Woods Country Park funded by DCSF Playbuilder programme.	New challenging play provision in natural environment Community engagement	New play area	Consultation April/May 2010 Design and procurement August 2010 Installation by Feb 2011	Bob Penny		Leadership of place
Develop new guidance and best practice models on Borough wide natural play provision	Improved play value and design of sites for play	Provide guidance to developers and other stakeholders on provision of natural play. Identify local sites where access to natural play can be improved	Guidance agreed March 2011	Bob Penny	Planning Design and Heritage team Developers	Leadership of place
51 Carry out food poisoning initiative during Food Safety Week to educate younger people on the health risks arising from poor practices.	Basic hygiene skills delivered to large audience. Reduced levels of illness due to food poisoning incidents.	Food drama produced by senior school students and delivered to local primary schools by the older students.	March 2011	Colin Daines	Local Secondary and Primary Schools	Customer Excellence

### Community development

Action	Outcome	Outputs	Timescales	GMT lead	Partners	WWW link
Develop a Programme to engage local communities in local decision making and service delivery.	Capacity building within Community for engagement with decision making	Maximise the opportunities for community engagement and consultation work through opportunities	Mar 11	Mandy Jones Matt Sterling	LSP RAG University/Institute Town Centre and Cultural Quarter	Leadership of place

Action	Outcome	Outputs	Timescales	GMT lead	Partners	WWW link
Engage residents and community groups in target wards to foster increased community spirit and achieve community priorities	Increased pride in community and reduced fear of crime  Identification of possible opportunities provided by the Sustainable Communities Act 2007.	such as: <ul style="list-style-type: none"> <li>The evaluation of the Safer Colchester project</li> <li>Academy in the Community</li> <li>Town Centre / Cultural Quarter and new communities in North Colchester</li> <li>Tour of Britain</li> <li>Olympics 2012</li> </ul>			stakeholders Local Community groups and Parish Councils. Essex Police ECC	
Invest in voluntary sector organisations to direct work at our Strategic plan priorities	The voluntary sector contributes work to achieve our strategic priorities	Grants agreed  Grants awarded Apr 10  Monitor performance  Funding process will begin again for the funding year 11-12.	Feb 10  Apr 10  Oct 10 and March 11  November 10	Matt Sterling		Leadership of place
Work with communities to release resources from a range of sources to deliver tangible community provision using the community facilities audit	More community facilities	Development Team attended fortnightly by member of community development team Heads of Terms for Forest Road centre agreed and signed Heads of Terms for Tiptree Community Centre agreed and signed	Throughout 2010  May 2010  Jun 2010	Matt Sterling	Parish Councils & Voluntary Sector Groups	Leadership of place

Action	Outcome	Outputs	Timescales	GMT lead	Partners	WWW link
Support regular meetings of the Multi-Faith Forum	Better engagement of all faith groups in Colchester	Regular meetings are held where issues and information can be shared and solutions sought. New CHAIR from forum members is appointed to take group forward.	Mar 2011	Matt Sterling	Multi-Faith Forum members	Leadership of place
Review Equality Framework rating of 'Achieving' with a view to achieving 'excellent' level of the Framework in 2012.	Successful migration from Level 3 of the old Equality Standard to new Framework. Address gaps and aspire to 'excellent' standard by 2012 and by doing so providing Leadership and high standards both internally and externally with regard to Equality and Diversity.	Access support from the EELGA to enable successful migration to the new Framework. Agree the actions required to enable excellent level assessment by 2012. Seek out and where applicable adopt best practice. Consider 'peer review'	March 2011 October 2011 March 2012 March 2011	Claire Holland	Members Liaison Group / Disability Steering Group and Disability Reference Group.	Customer Excellence
Work with a wide range of statutory and voluntary organisations to deliver the projects in the action plans for the 'skills' and 'worklessness' Life Opportunities targets.	Increased skills levels and decreased levels of worklessness amongst residents.	Take-up of numeracy, literacy, IT and ESOL training. 350 residents to attend an employment and training event with 60 to take up an offer.	Mar 2011 Mar 2011	Matt Sterling	Job Centre + Signpost Adult Community College	Leadership of place

Action	Outcome	Outputs	Timescales	GMT lead	Partners	WWW link
Work in partnership to acquire additional burial land to deliver the provision of a Jewish burial area and extension of the Anglican burial area	Acquisition of the land will meet the identified need from the Jewish community and provide a much needed extension to the Anglican burial area.	Land acquired Development of infrastructure needed for burial land (access etc) Development of defined Jewish burial area	March 2011 Post March 2011 dependant on acquisition date	Karen Newman		Leadership of place
Work with communities to increase positive and responsible dog ownership	Reduction in the incidence of dog fouling, strays and dog attacks	Roadshows, Educational and promotional events & communications School Education programme Increased enforcement Increased commercial activity in relation to sale of micro chipping service & dog waste bags	Ongoing	Karen Newman	Parish Councils Local Schools Library Service ECC	Leadership of place
68 Deliver new Resource Centre within High Woods Country Park	Enhanced visitor facilities and increased community opportunities.	Negotiated tender price to deliver project within budget New resource centre	Agree development timetable May 2010. Project completion Dec 2010.	Bob Penny		Leadership of place
Adoption of Colchester Allotment Strategy	Adopted allotment strategy	Clarity over future direction for allotment provision and management	Draft strategy for Allotment Association consultation June 2010 PFH Report August 2010.	Bob Penny	Colchester Allotment Association	

## Community safety

Action	Outcome	Outputs	Timescales	GMT lead	Partners	WWW link
Reduce anti-social behaviour in wards in Colchester in line with Life Opportunities targets.	Anti-social behaviour is reduced in identified areas.	Regularly monitor work contained with the 'crime' Life Opportunities action plan.	Mar 2011	Matt Sterling	Essex Police CBH	Leadership of place
Co-ordinate a series of Community Days of Action to tackle crime and improve the quality of life in neighbourhoods	Reduced anti-social behaviour and fear of crime	3 days organised and delivered	Mar 2011	Matt Sterling	Essex Police ECC CBH / RSLs	Leadership of place
Together with our partners further develop and sustain the development of 15 Neighbourhood Action Panels to ensure crime and quality of life issues are being actioned and resolved.	Reduced crime, anti-social behaviour and improve responsiveness of Police, CBC and ECC to local community issues.	15 panels serviced on a monthly or bi-monthly basis  Evaluation of effectiveness of NAPs going forward	Mar 2011	Matt Sterling	Essex Police Volunteer Chairs	Leadership of place
Embed the Community Street Wardens (CSW) role in the specific wards	The CSW is recognised by the community as a resource  Community feels more supported and cohesive	Patrol rate increases Better informed daily tasking Increase in community activities Decrease in anti-social behaviour	Ongoing through to March 2011	Cassandra Fallows	Essex Police Colchester Borough Homes (CBH) Child First	Leadership of Place
Implement a new graffiti policy	Colchester is a more sustainable and clean Borough for all those who	Racist and offensive graffiti cleared within 1 working day of report All zones cleaned once	Ongoing through to March 2011	Dave McManus	None	Leadership of Place

Action	Outcome	Outputs	Timescales	GMT lead	Partners	WWW link
Deliver message on Emergency Planning “warning and informing” the public of action to take in an emergency.	live, work and a preferred destination for visitors, business location and investment. Greater awareness of public reflected by increased levels of response to Place Survey.	every 6 weeks Reports top Police every 6 weeks Graffiti bulletin board established Public meetings and publicity aimed at delivering message.	March 2011	Colin Daines	Essex Resilience Forum members	Leadership of Place

## Congestion busting

Action	Outcome	Outputs	Timescales	GMT lead	Partners	WWW link
Work in partnership to release land and deliver the A12 junction, the Northern Approaches Road and the Busway.	Provide new access and release land for housing and economic development through delivery of the A12 Junction and relieve congestion around the North Station area.	Planning permission for 1 <sup>st</sup> phase of Severalls  Delivery mechanism for NAR and the Busway	March 2011  March 2011	Paul Wilkinson Fiona Duhamel	Essex County Council lead on CIF bid and Junction construction Highways Agency English Partnership EEDA Developers Homes and Communities Agency, BP	Leadership of place
Consider a planning application and make available land to allow delivery of Park and Ride at North Colchester	Increase the attractiveness of the town centre as a place to live, work, shop and visit.  Reduce greenhouse gasses produced by transport	Consider as a consultee the planning application to be made by ECC  Agree heads of terms with ECC for lease of P&R site  Provide support to ECC in order to secure funding	Spring 2010  March 2011  2010/11	Karen Syrett / Fiona Duhamel	Essex County Council	Leadership of place
Enhance existing and construct new cycle routes and create opportunities through parks linking together existing routes using Cycling Town status and improve cycle security at rail stations to encourage residents to use bikes	Increase the levels of people cycling.  Improved cycle links across the borough  Reduce greenhouse gasses produced by transport	1km of Foot and Cycle paths improved across High Woods Country Park towards town centre.  Support removal of 'no cycling' restrictions in certain subways and town centre streets	June 2010  March 2011	Paul Wilkinson Bob Penny	Cycling Town Partnership:  Essex County Council  Colchester 2020	Leadership of place

Action	Outcome	Outputs	Timescales	GMT lead	Partners	WWW link
and train		Approve a new strategy for phase 2 of Cycle Town Identifying solutions where barriers to continuous cycle networks exist.	Oct 2010 Agree delivery timescale with Planning Policy and ECC subject to Cycle town funding.			
Devise planning policy which ensures new developments incorporate walking, cycle routes and public transport services at the initial planning Stages	Transport Strategy for Colchester included in LTP3 using LDF documents as a basis and A12 Corridor Towns DASTS study to inform strategy.	Updated Transport Strategy Document for Colchester for inclusion in LTP3.	LTP3 to be published by ECC by April 2011.	Paul Wilkinson	Essex County Council lead on LTP	Leadership of place
Continue engagement in reducing vehicle congestion in North Colchester Business Park through employer-engagement events.	More people walking and cycling to work	Cycle to work challenge Launch of walk to work maps	May 2010	Paul Wilkinson	Colchester2020 Essex County Council CTC Highways Agency	Leadership of place
Set up a travel behavioural change programme working with existing communities	Increase the number of people using alternative methods of travel to access schools, employment and the	Workshop held with ECC and partners to identify priorities and actions for education, employment and residential	2010/11	Paul Wilkinson	Essex County Council	Leadership of place



Action	Outcome	Outputs	Timescales	GMT lead	Partners	WWW link
Commence the changes to the town centre to reduce traffic and improve reliability of the bus operation	Increase the operational reliability of passenger transport especially in the town centre.	<p>developments</p> <p>Consultation on changes to the town centre highway network</p> <p>Approve designs for Head Street public realm</p> <p>Commence delivery of measures to improve the public realm and transport</p>	<p>Autumn 2010</p> <p>November 2010</p> <p>January 2011</p>	Paul Wilkinson / Fiona Duhamel	Essex County Council Bus operators	Leadership of place
Improve the environments in and around Colchester's Town station, and improve access to Colchester station through the pilot Travel Plan	<p>Develop the Town Square to complement the new Magistrates court</p> <p>Increase the number of people using alternative methods of travel to access the station and places of employment.</p> <p>Reduce greenhouse gasses produced by transport</p>	<p>Increase cycle parking at North Station</p> <p>Produce and distribute 'Travel to the station' guide to existing and new users</p> <p>Deliver Station Travel Plan's year 2 actions</p>	<p>May 2010</p> <p>June 2010</p> <p>March 2011</p>	<p>Fiona Duhamel</p> <p>Paul Wilkinson</p>	<p>NXEA</p> <p>Essex County Council</p> <p>Colchester Cycle Town</p>	Leadership of place
To include 20mph as part of future transport strategy	Better local communities with safer streets and more people	Agreement with ECC to commence community engagement	Summer 2010	Paul Wilkinson	Essex County Council	Leadership of place

Action	Outcome	Outputs	Timescales	GMT lead	Partners	WWW link
	walking and cycling for local journeys	Delivery of 20mph included in Transport strategy	March 2011			
LDF Preparation; Site Allocations DPD – submission November 2009, examination March 2010 and adoption August 2010. Development Policies DPD - submission November 2009, examination June 2010 and adoption November 2010. Supplementary Planning Documents due for adoption 2009 – 11.	Spatial planning plays a central role in the overall task of place shaping and in the delivery of land uses and associated activities.	Site Allocations DPD Dev Policies DPD NS Masterplan North Col. Masterplan Affordable Housing SPD	Adoption October 2010 Adoption October 2010 Adoption October 2010 Adoption October 2010 Adoption October 2010	Karen Syrett	Essex CC Highways Agency Colchester 2020 Developers PCT Health Authority Environment Agency English Heritage Natural England HG Ptnership Network Rail National Express Parish Councils	Leadership of place

### Enabling job creation

Action	Outcome	Outputs	Timescales	GMT lead	Partners	WWW link
Exploit Colchester's strategic location between London, Stansted and the Haven Gateway ports to promote international trade, secure inward	Colchester will have a below average level of worklessness	Create 50 new jobs through Foreign Direct Investment Refresh 'Choose Colchester' inward investment promotion	March 2011 September 2011	Nigel Myers	Essex County Council/ExDRA East of England International (EEI)	Leadership of place

Action	Outcome	Outputs	Timescales	GMT lead	Partners	WWW link
investment and major infrastructure projects		<p>pack</p> <p>Lobby East of England International to shortlist Colchester for all appropriate foreign direct investment enquiries</p> <p>Use culture led place marketing to attract inward investment</p> <p>Review and formalise inward investment new working arrangements with partners</p> <p>Secure 10 active inward investment leads</p> <p>Work in partnership with the Haven Gateway Wind Port Group to realise the supply chain benefits for Colchester resulting from this development</p>	<p>April 2011</p> <p>April 2011</p> <p>April 2011</p> <p>April 2011</p> <p>April 2011</p>		<p>Business Link, East of England International, Essex County Council Inward Investment Team</p> <p>Haven Gateway Partnership</p>	
Ensure the availability of sufficient quality employment land via our planning process to meet the needs of our residents	The needs of local business are met within major development projects	<p>Provide policy expertise to help secure additional 3.2 ha of employment land defined as being of high quality</p> <p>Convert 20 redundant rural buildings into commercial use</p>	<p>March 2011</p> <p>April 2011</p>	Nigel Myers	Haven Gateway Partnership	Leadership of place
Use planning gain and	The skills of the	Adoption of	March 2011	Nigel Myers	North East Essex	Leadership

Action	Outcome	Outputs	Timescales	GMT lead	Partners	WWW link of place
other funding streams to raise the number of apprenticeships and increase the take up of training and employment opportunities	local workforce improved so people are able to compete effectively in changing economic conditions	Supplementary Planning Gain proposal to utilise S.106 funding for the provision of training and apprenticeships Create in partnership with the North East Essex Area Planning Group an additional 100 company placements/apprenticeships as part of their 'Crossing the Gap' initiative	April 2011		Area Planning Group  'Colchester Works' Group Department of Work and Pensions	
		Secure agreement for the utilisation of s.106 funding to address employment and skills issues in the borough  Source, bid and secure additional funding streams to increase take up of employment and training opportunities in the borough	April 2011			
Increase incubation and grow-on space to sustain business growth	The needs of local business are met within major development projects	Secure funding and management arrangements for incubation and grow on space in North Colchester Influence and provide policy expertise for the development of additional	March 2010  September 2010	Nigel Myers/Fiona Duhamel	EEDA Colchester Business Enterprise Agency	Leadership of place

Action	Outcome	Outputs	Timescales	GMT lead	Partners	WWW link
Support the creation of new businesses by working in partnership with other agencies nationally and regionally to market Colchester as a preferred business location	Working closely with multiple sections of the business community a range of local initiatives will be delivered to benefit the local economy	<p>incubation and grow on space at other sites such as Stane Park</p> <p>Actively support campaigns such as National Enterprise Week in November 2009 to encourage the growth of self employment and business start up activity</p> <p>Utilise LAA1 Reward Grant and partner contributions to increase the level of business start up particularly from those who are currently under represented in the business community</p> <p>Promote Colchester through targeted trade publications using editorial rather than paid for advertising</p> <p>Review the existing Memorandum of Understanding with Business Link in the light of their new 3 year contract with EEDA which now includes business support as well as inward investment and skills</p>	December 2010	Nigel Myers	Colchester Business Enterprise Agency  Business Link	Leadership of place
			September 2010		Business Link	

Action	Outcome	Outputs	Timescales	GMT lead	Partners	WWW link
<p>Raise the skill levels of the local workforce to obtain better paid employment by innovative collaboration with employers, educational institutions and other key partners</p>	<p>The skills of the local workforce improved so people are able to compete effectively in changing economic conditions</p>	<p>Work with LAA partners to increase the proportion of the working age population qualified to at least Level 3 or higher by 1%            Use s.106 funding to provide NVQ 2 training for up to 150 residents to secure employment with Sainsbury's and Waitrose            Effectively signpost in collaboration with partner organisations skills and employment opportunities in the borough            Work with the North East Essex Education Business Partnership, including Heads of Schools and the Colchester Institute, to help ensure that the 14-19 agenda including the Diploma and Apprenticeship has the appropriate level of business engagement            Implement the Colchester internship/company placement scheme with the University of Essex</p>	<p>November 2010</p> <p>April 2011</p> <p>To April 2011</p>	<p>Nigel Myers</p>	<p>Learning Skills Council            Business Link            Chamber of Commerce            North East Essex Education Business Partnership            Chamber of Commerce,            Federation of Small Businesses, Institute of Directors,            Colchester Retail Business Association, Destination Colchester, Severalls Business Park Group</p> <p>University of Essex</p>	<p>Leadership of place</p>

Action	Outcome	Outputs	Timescales	GMT lead	Partners	WWW link
Sustain and where possible strengthen the independent retail sector within the retail offering of the borough	Working closely with multiple sections of the business community a range of local initiatives will be delivered to benefit the local economy	<p>Business Group on initiatives to promote the Colchester offer to local and external companies including those in emerging sectors such as creative and environmental industries</p> <p>Work with the Colchester Town Centre Business Group to agree and implement projects in the town centre which will increase footfall and retail expenditure            Contribution to other Town Centre land place marketing initiatives to improve sense of place e.g. night time economy</p> <p>Programme of coordinated events including the Christmas Lights and Colchester in Bloom</p> <p>Work with the Business Community (Colchester Retail Business Association and Destination Colchester) on agreed initiatives to promote Colchester and</p>	January 2011	Nigel Myers	Colchester Business Group  Colchester Town Centre Business Group Colchester Retail Business Association Destination Colchester	Leadership of place

<b>Action</b>	<b>Outcome</b>	<b>Outputs</b>	<b>Timescales</b>	<b>GMT lead</b>	<b>Partners</b>	<b>WWW link</b>
Raise the awareness of local businesses of the need to have adequate Business Continuity plans in place.	The skills and resilience of local businesses improved so people are able to continue to trade after a major incident has occurred.	to increase footfall and expenditure Delivery of presentations and appropriate literature to local business groups and parish and town Councils	March 2011	Colin Daines	Essex County Council Business Link Chamber of Commerce	Leadership of place

### Healthy living

<b>Action</b>	<b>Outcome</b>	<b>Outputs</b>	<b>Timescales</b>	<b>GMT lead</b>	<b>Partners</b>	<b>WWW link</b>
Work with wide range of statutory and voluntary organisations to deliver the projects in the action plans for the Local Area Agreement and 'Life Opportunities' targets on childhood obesity, smoking and teenage pregnancy.	Reduce levels of childhood obesity, smoking and teenage conceptions.	Regularly monitor work contained in the Joint CBC / NEE NHS work plan	Mar 2011	Matt Sterling	NHS NEE Leisure world Voluntary organisations	Leadership of place
Deliver the NHS funded fuel poverty scheme (Warm Homes 2)	Improved healthiness amongst target group	Fund heating and insulation work in 15 homes Report on pilot scheme outcomes	Mar 2011 Mar 2011	Matt Sterling	NHS NEE New Town GP surgery	Customer Excellence
Deliver training element of the Benefits Maximisation Project	Increased income to deprived households	Provide specialist benefits training to health professionals	Mar 2011	Matt Sterling	ECC NEE NHS	Customer Excellence



Action	Outcome	Outputs	Timescales	GMT lead	Partners	WWW link
Give advice to residents on accessing grants to better insulate their homes	Warmer homes and reduced fuel bills for residents aged 60+	Advise 500 people on better insulating and heating their homes	Mar 2011	Matt Sterling		Customer Excellence
Agree local priorities and an associated delivery plan in partnership with key local organisations as part of the Active Colchester Community Sport Network	An effective co-ordinated approach to delivering local priorities  Improve communication with key local partners, avoiding duplication and ensuring best use of resources	Agree priorities and a joint plan of action  Deliver the plan	By end September 2010  March 2011	Simon Grady	S Active Colchester Community port Network  NEE NHS  School Sports Partnership  Extended Schools  CUCST	Leadership of place
Work with partners to deliver the London 2012 Partnership Plan	More people leading healthy, active lifestyles, reduced levels of childhood obesity and more adults participating in sport	Launch 5 Olympic Themed Health Walks as part of Olympic Open weekend  Organise a Mini Olympics at University of Essex for year 3 children. All 65 Colchester primary schools will have an opportunity to participate with 12 schools – 1 from each “family “ within CBSSP – qualifying for final event.	July 2010  July 2010	Simon Grady	NHS NEE  Essex 2012 Legacy Team  School Sports Partnerships  University of Essex  Essex Carrying the Flame	Leadership of place

Action	Outcome	Outputs	Timescales	GMT lead	Partners	WWW link
		Organise Urban Games event to attract over 100 young people who may not be engaged by mainstream sports	August 2010			
Deliver a new Clubhouse facility on Abbey Field for use by local Athletics and Hockey Clubs.	More people participating in sport and physical activity throughout the year  A legacy from the London Olympic Games in 2012	An agreed scheme  Approval to release S299a money  Planning Permission secured  Building Contractors appointed  New building completed	July 2010  Aug 2010  December 2010  March 2011  By end of December 2011	Simon Grady	Army  Garrison Management Committee	
Encourage and support local food businesses to participate in "Healthy Eating" award scheme	Increased quality of products available to Colchester residents.	Increased number of Colchester food businesses achieving award.	March 2011	Colin Daines	NEE PCT	Leadership of place
As Licensing Authority, use a combination of education and enforcement initiatives to reduce "binge drinking" by young people.	Reduced levels of consumption and incidents of serious drunkenness, and less impact on personal health.	Publicity campaigns around effects of excess alcohol consumption. Increased numbers of licence reviews for irresponsible sales.	March 2011	Colin Daines	Police Child Protection Trading Standards PCT DARG	Leadership of place

## Homes for all

Action	Outcome	Outputs	Timescale	GMT lead	Partners	WWW link
Co-ordinate, provide and promote an advice service with partners to make sure people get all the help they need to remain in their own homes.	More people are able to remain in their own homes	Decrease accommodation to 170 households in order to achieve the Government's target of a 50% reduction the use of temporary accommodation.  Review use of CLG Homelessness prevention fund	Dec 2010  March 2011	Matt Sterling	CAB Shelter Housing Forum Young Persons Housing Forum Colne HA Essex Mediation Swan HA April Centre Private Sector Landlords	Leadership of place and Customer Excellence
83		Review SLAs with partner agencies  Implement new Housing Services Structures  Prevent at least 300 households from becoming homeless	June 2011  June 2010  March 2011			
Lead a review of private and publicly owned sites including rural exception sites to deliver new affordable housing across the borough.	Land assets are used efficiently to maximise the delivery of affordable housing.  Public sector land is made available for affordable housing.	Final report to Portfolio Holder.  Investment plan agreed	July 2010  March 2011	Karen Syrett/Tina Hinson	Homes and Communities Agency, Public Authorities, Private Landowners	Leadership of place

Action	Outcome	Outputs	Timescale	GMT lead	Partners	WWW link
Implement Colchester's Local Development Framework, including a robust Affordable Housing Supplementary Planning Document to seek 35% of all new homes to be affordable on sites with 3 or more homes in rural areas and 10 or more homes in urban areas.	The Planning system is used effectively to deliver safe, secure, decent and affordable homes.	Affordable Housing Supplementary Planning Document approved October 2010.  Participate in sub-regional review of affordable housing delivery against LDF targets.	October 2010  March 2011	Karen Syrett/Tina Hinson	RSIs, Developers	Leadership of place
Adopt a site allocations development plan document to ensure a 15 year rolling supply of housing sites.	The Planning system is used effectively to deliver safe, secure, decent and affordable homes.	Update the Strategic Housing Land Availability Assessment (SHLAA)	November 2011	Karen Syrett	ECC	Leadership of place
Ensure that all Council homes meet the Decent Homes Standard.	Ensure that all Council homes meet the Decent Homes Standard by December 2012.	Restart decent homes programme  Complete work to council homes which will deliver 226 new boilers 28 new heating systems 736 homes having new kitchens 280 properties receiving renewed electrical wiring 274 new doors fitted 38 properties receiving new windows in order to bring them up to the decent homes standard	April 2010  March 2011	Tina Hinson	CBH	Leadership of place and Customer Excellence

Action	Outcome	Outputs	Timescale	GMT lead	Partners	WWW link
Identify private properties to target for improvement to the Decent Homes standard and seek external funding to deliver.	Prioritized risk based inspection of all properties in New Town with completed report.	Works completed Use street inspections and our neighbourhood modelling tool, Mosaic to target promotion of Home Improvement Loans within New Town ward 50 Properties in the private sector bought up to the decent homes standard.	December 2012 October 2010 March 2013	Matt Sterling	Private Sector Landlords	Leadership of place
Encourage the return of empty properties to use.	A reduction in the number of properties on the council tax register as being empty over 6 months in the borough.	Rewrite and implement the Empty Homes Strategy Implement opportunities in the TCHS Business Case Introduce a Landlords Accreditation Scheme.	March 2011 November 2010	Matt Sterling	Owners of properties	Leadership of place
Improved enforcement activity in relation to Private Sector Housing Standards incorporating wider aspects of public health to improve quality of life for occupants	Improved quality and supply of housing stock in private ownership	Linked to recommendations of the Fundamental Service Review of the Housing Service Increased enforcement activity: 60 HMOs licensed	March 2011	Karen Newman	RSLs/ University of Essex/Home Improvement Agency	Leadership of place

Action	Outcome	Outputs	Timescale	GMT lead	Partners	WWW link
		<p>30 Enforcement Notices served</p> <p>Prosecutions and works in default instituted for non-compliance</p> <p>Efficient inspection regime:</p> <p>200 inspections undertaken in response to enquiries for financial assistance</p> <p>50 inspections of Empty Homes</p> <p>400 inspections of homes considered for private letting under the homelessness schemes</p>				
Implement the review of the Council's temporary accommodation for people who are homeless	Improved temporary accommodation and support for people who are homeless and need short-term housing. Better outcomes for those people housed in temporary accommodation.	<p>Submit bid for capital funding to the Homes and Communities Agency</p> <p>Secure revenue funding from Essex Supporting People.</p> <p>If funding is agreed, secure planning permission for new</p>	<p>July 2010</p> <p>July 2010</p> <p>Oct 2010</p>	<p>Matt Sterling/ Tina Hinson</p>	<p>Family Mosaic Housing Association/Homes and Communities Agency/Essex Supporting People</p>	<p>Leadership of place and Customer Excellence</p>

Action	Outcome	Outputs	Timescale	GMT lead	Partners	WWW link
		purpose built temporary accommodation scheme on site of Ascott House.				
		Finalise transfer and/or disposal arrangements for remaining units of temporary accommodation.	March 2011			

### Reduce, Reuse, Recycle

Action	Outcome	Outputs	Timescales	GMT lead	Partners	WWW link
Design and implement food waste collection trials	Food waste is being diverted from landfill	Less waste to landfill and increased recycling/composting percentage	Established by March 2011	Chris Dowsing & Dave McManus	Essex County Council	Leadership of Place
Design and agree methods to strongly encourage participation in all waste minimisation and recycling schemes	Residents better informed about why they should recycle or compost; what materials are included and the methods used in Colchester	Less waste to landfill and increased recycling/composting percentage	Ongoing through to March 2011	Chris Dowsing	Specialist consultancy	Leadership of Place
Implement the key proposals in the new Street Care Strategy	Colchester is a more sustainable and clean Borough for all those who live, work and a preferred destination for visitors, business	Less visible litter and detritus Fly posting removed within 24 hours of report Abandoned vehicles investigated within 1 working day of report Increase in a variety of	Ongoing through to March 2011	Dave McManus	Essex County Council Keep Britain Tidy Cleaner Essex Partnership	Leadership of Place

Action	Outcome	Outputs	Timescales	GMT lead	Partners	WWW link
	location and investment.	targeted enforcement methods Increase in community involvement				
Develop the Trade Waste service and improve its viability	A viable and efficient Trade Waste service responsiveness to the needs of its customer with investigation into recycling opportunities	Reduction in net budget of £25,000 either by increasing income or reducing costs	Ongoing through to March 2011	Dave McManus	None	Transformation
Agree and implement actions from the Energy Savings Trust (EST) one day one report	More sustainable services that reduce their environmental impact and contribute towards tackling climate change	Reduction in carbon emissions of 25% by 2012 based on a baseline of 2006/07	Ongoing through to March 2011	Chris Dowsing	EST	Leadership of Place
Implement the actions from the Local Authority Carbon Management Programme plan	Less emissions as a result of the delivery of services either in energy consumption or transport	Reduction in carbon emissions of 25% by 2012 based on a baseline of 2006/07	Ongoing through to March 2011	Chris Dowsing	Carbon Trust	Leadership of Place
Work with voluntary and charitable organisations to promote and enable the reuse of a range of household items and materials	More material is taken from the waste stream and diverted for reuse rather than being sent to landfill	Support is provided by the Council to voluntary and charities willing to engage in the reuse of materials	This will be an ongoing engagement with these groups to take advantage of opportunities as they arise	Chris Dowsing	Voluntary groups and charities operating within the Borough	Leadership of Place
Work with the University	Better	Vision & Outcomes	Ongoing	Chris	University of Essex	Leadership



Action	Outcome	Outputs	Timescales	GMT lead	Partners	WWW link
to share knowledge and expertise around wider environmental sustainability	understanding of each others expertise areas Developing a joint vision & outcome	published	through to March 2011	Dowsing		of Place
Work with Eco schools to progress them through the stages of the national programme	Increase in environmental behaviours and initiatives led by Schools in their communities	Targets to be agreed with Portfolio Holder about numbers of schools achieving the various levels (MY/CD/VF)	Ongoing through to March 2011	Chris Dowsing	The 60 Schools in the Borough signed up to the programme	Leadership of Place



# Strategic Overview and Scrutiny Panel

Item  
**11**

8 June 2010

Report of	Scrutiny Officer	Author	Robert Judd Tel. 282274
Title	Work Programme 2010-11		
Wards affected	Not applicable		

**This report sets out the 2010/11 Work Programme for the Strategic Overview and Scrutiny Panel**

## 1. Action Required

- 1.1 The Panel is asked to consider and comment on the 2010-11 work programme.

## 2. Reason for Action

- 2.1 This function forms part of the Panel's Terms of Reference in the Constitution.

## 3. Outstanding items to be scheduled

- 3.1 Greenways Care Home progress (ref: SOSP 10-Feb-09)

## 4. Work Programme

The work programme for the Strategic Overview and Scrutiny Panel includes the work of the Crime and Disorder Committee.

Note the review dates for each Portfolio Holder are currently provisional.

### 4.1 8 June 2010

1. 2009-10 Year End Performance Report (Head of Corporate Management)

### 24 June 2010 (Extra meeting – Old Library)

1. HRA Reform – Consultation paper (Head of Strategic Policy and Regeneration)

### 20 July 2010

1. Review of the Budget Strategy, Timetable and MTF (Head of Resource Management)

### 24 August 2010

1. Safer Colchester Partnership – (Crime and Disorder Committee)

### **21 September 2010**

1. Street Services Fundamental Services Review (Head of Street Services)  
(Street Services - update report on new parking enforcement policy - hospital)
2. Review of the Portfolio Holder for Street and Waste Services

### **16 November 2010**

1. Review of the work of the Leader of the Council, Portfolio Holder for Strategy and Performance
2. Organisational Assessment – Executive Director

### **14 December 2010**

1. Review of the Budget – Strategic update (Head of Resource Management)
2. Performance report (6-monthly 2010-11) (Head of Corporate Management)
3. Review of the Portfolio Holder for Resources and Diversity

### **11 January 2011**

1. Review of NEE Local Children's Trust Board (LCTB) (Head of Life Opportunities)  
(Invitation sent to the Chair of LCTB)
2. Review of the Portfolio Holder for Communities

### **8 February 2011**

1. Review of the Portfolio Holder for Planning and Sustainability
2. Review of the Portfolio Holder for Economic Development, Culture and Tourism

### **22 March 2011**

1. Review of the Portfolio Holder for Customers
2. Review of the Portfolio Holder for Housing and Community Safety

