

Policy Review and Development Panel

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

The Policy Review Panel deals with reviewing policies and issues at the request of the Cabinet or Portfolio Holder, or pro-actively identifying issues that may require review; dealing with those issues either directly or by establishing Task and Finish Groups, monitoring progress of these Groups and assessing their final reports.

Information for Members of the Public

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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

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Terms of Reference

Policy Review and Development Panel

- To review strategies and policies at the request of the Cabinet either directly or by establishing Task and Finish Groups, and to make recommendations back to Cabinet for decision.
- To review issues at the request of a Portfolio Holder either directly or by establishing Task and Finish Groups and to make recommendations back to the Portfolio Holder for decision.
- To monitor progress of Task and Finish Groups and assess their final reports prior to their submission to either the Cabinet or the Portfolio Holder.
- To proactively identify issues that may require review and improvement and to seek Cabinet's agreement as to whether and how they should be examined.

**COLCHESTER BOROUGH COUNCIL
POLICY REVIEW AND DEVELOPMENT PANEL
14 June 2010 at 6:00pm**

Members

Chairman : Councillor Nigel Offen.
Deputy Chairman : Councillor Margaret Fisher.
Councillors Nigel Chapman, Michael Lilley, Mike Hardy,
Lesley Scott-Boutell and Jill Tod.

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

Agenda - Part A

(open to the public including the media)

Members of the public may wish to note that Agenda items 1 to 6 are normally brief and the last Agenda Item is a standard one 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. 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.

6. Minutes

1 - 6

To confirm as a correct record the minutes of the meetings held on 1 March and 19 May 2010.

7. Work Programme 2010-11

7 - 46

See report by the Head of Corporate Management.

8. 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).

POLICY REVIEW AND DEVELOPMENT PANEL 1 MARCH 2010

Present :- Councillor Julie Young (Chairman)
Councillors Nigel Chapman, Mike Hardy and
Lesley Scott-Boutell

Substitute Members :- Councillor Mary Blandon
for Councillor Justin Knight
Councillor Sonia Lewis for Councillor Jill Tod

Also in Attendance :- Councillor Peter Chillingworth
Councillor Tim Young

27. Have Your Say! Development in North Colchester

Parish Councillor John Gili-Ross addressed the Panel, pursuant to the provisions of Meetings General Procedure Rule 5(1), on the consultation on the development of North Station as part of the Council's Supplementary Planning Document. The Council was seeking people's views on priorities for the area, opinions about proposed improvements and redesign and about development of existing services in the area. Mr Gili-Ross was a member of the Council's 20mph Task and Finish Group and was aware of the effective contributions such Groups could make to the decision making of the Council. He was of the view that the Panel members should consider setting up a Task and Finish Group to look into the implications of residential development in the North of Colchester. He felt that the setting up of a Task and Finish Group would be of great benefit to the residents of North Colchester.

The Chairman thanked Mr Gili-Ross for his representations and confirmed that his request would be included in the Panel's consideration of items for the work programme for the following municipal year.

28. Minutes

The minutes of the meeting held on 11 January 2010 were confirmed as a correct record.

29. Waste Prevention and Recycling Options Appraisal Task and Finish Group // Progress Report

Paula Whitney addressed the Panel, pursuant to the provisions of Meetings General Procedure Rule 5(1). She referred to the options appraisal undertaken at the end of 2009 and asked the Panel to bear in mind the introduction of food waste collections and the supply of a sufficient quantity of containers would both have a significant positive impact on recycling activity. She did not support alternate weekly recycling of materials, especially in respect of garden waste in the Spring and Summer months. She also supported kerbside collection and separation and voiced her concerns regarding the adequate availability of vehicles with flexibility to be used for the collection of various materials.

Councillor Chillingworth attended and, with the consent of the Chairman, addressed the Panel. He stated that he was very supportive of the work undertaken by the Task and Finish Group and he felt it was particularly important to obtain the views of local residents. He agreed that the introduction of a weekly collection of food waste was crucial with the other area of concern being whether the residual waste was to be collected weekly or fortnightly. He felt that issues relating to the delivery of the Courier had been unfortunate in terms of the impact this may have had on the consultation. He requested the Panel to endorse the findings of the Task and Finish Group and he welcomed the opportunity for trials to be introduced and for the Group to then continue its work.

The Panel considered a report by the Head of Street Services summarising the work undertaken by the Task and Finish Group. The group had been asked to narrow down the range of options presented in the original options appraisal to a number that they could consider in more detail and the following criteria were considered to be important in their considerations:

- To identify options that remained reasonably close to the way in which the service was currently delivered;
- To include at least one wheeled bin option by way of comparison.

The Group had agreed that the following four options would be taken forward for further consideration:

- Option A – fortnightly residual, garden waste and recycling collections with weekly food waste collections;
- Option B – fortnightly garden waste and recycling collections with weekly residual and food waste collections;
- Option C – fortnightly residual and garden waste collections with weekly recycling and food waste collections;
- Option D – fortnightly separate residual and garden waste wheeled bins with recycling boxes and weekly food waste collections.

Further modelling work had been undertaken on each of the options to ensure that the latest information was being analysed. The group also received information regarding the performance levels being achieved by the highest performing authorities and details on the types of collection schemes being used.

It was agreed by the group that the four options would form the basis for a public consultation alongside questions relating to investment by the Council to reduce waste going to landfill, increasing recycling rates, enforcing recycling standards, introducing food waste collections and the frequency of residual waste collection.

Councillor Barlow, the Chairman of the Task and Finish Group attended the Panel to assist members in their discussions. He explained that his participation in the Task and Finish Group had been one of his best experiences as a Councillor. The meetings had sometimes been long but a large amount of work had been accomplished. He wished to place on record his thanks to all the members of the Group, to residents for responding and participating in the consultation and to officers for the work they put in and their dedication to the process.

Chris Dowsing, Colchester Borough Council Strategic Waste and Sustainability Manager, undertook a formal presentation including details of the 'Express Your View on Waste' consultation which took place between 2 November 2009 and 15 January 2010 (11 weeks). The consultation was then extended for two weeks until 29 January 2010. A total of 1,171 people responded to the survey either through the Courier or online; 821 of whom left comments. A further 128 comments were received via the comments slips available at the launch event, Customer Service Centre and Essex University. It is estimated that 45% of surveys were completed online.

The results of the questions posed in the Consultation showed that:

- 91% of respondents agreed or strongly agreed that the Council should be investing money to reduce waste going to landfill.
- 84% of respondents agreed or strongly agreed that the Council should be investing money to increase recycling rates.
- 70% of respondents agreed or strongly agreed that the Council should enforce recycling standards across the Borough.
- 83% of respondents stated that they would be satisfied or very satisfied with a weekly food collection service.
- 50% of respondents stated that they would be satisfied or very satisfied

with fortnightly collections of remaining waste. 44% however were either dissatisfied or very dissatisfied.

The Task and Finish Group wished to explore how the Council could more strongly encourage participation in recycling services. Responses to the consultation showed that there was strong support for the Council enforcing recycling standards across the Borough. There are many ways that this could be achieved and the Group wished to explore this area in more detail.

The Task and Finish Group therefore wished to continue their work so that a programme could be devised that would take into account their recommendations as well as ensuring best practice could be explored and applied or modified. This would help to ensure that any schemes that improved participation levels and increased levels of recycling introduced in the Borough would be suitable and achieve high levels of customer satisfaction.

The Panel congratulated the members of the Task and Finish Group on the work they had undertaken, discussed the findings of the Group and gave particular consideration to the following issues:-

- Many comments on the consultation were very complimentary of the current service and did not wish to see it change;
- Possible methods to address the potential problem of disposable nappies in residual waste sacks;
- The need to ensure electronic consultation methods were fully functional prior to a consultation launch;
- How the use and amount of clear plastic sacks for residual waste would work in practice;
- The likely amount of resources to be directed to education and support for residents in respect of recycling;
- The methods to determine the locations for the recycling trials and the likely cost of implementing these;
- The views of the Portfolio Holder for Street and Waste Services on Essex County Council's Waste Strategy and the location of Mechanical Biological Treatment (MBT) facilities in the County;
- The need to ensure the work of the Task and Finish Group is adequately communicated to the public by means of, for example, prompt and regular publication of the notes of the meetings.

Councillor T. Young, Portfolio Holder for Street and Waste Services attended and, with the consent of the Chairman, addressed the Panel. Councillor Young praised the Council's refuse service, paid tribute to the work undertaken by the Task and Finish Group and offered his support for its continued work but on a time limited basis, confirmed the need for the Group to research and determine trial locations and repeated his opposition to the siting of an MBT facility in Colchester.

RESOLVED that the recommendations of the Waste Prevention and Recycling Options Task and Finish Group, as set out below, be endorsed:

(i) The work of the Waste Prevention and Recycling Options Task and Finish Group be continued and a new work programme developed to allow recommendations to be made to the Cabinet on future waste and recycling services;

(ii) The Task and Finish Group look specifically at ways of strongly encouraging participation in the Council's recycling collection schemes.

RECOMMENDED to Cabinet that the Portfolio Holder for Street and Waste Services be authorised to establish trials to test the acceptability and performance of different collection systems, including food waste collection.

30. Work Programme 2009/10

The Panel considered a report from the Head of Corporate Management setting out the current situation regarding the Panel's work programme for 2009/10.

The Panel had completed a number of very important tasks and received presentations on very interesting and stimulating subjects. However the following issues remained outstanding which and would need to be included in the work programme for the next municipal year:

- Community development/ neighbourhoods;
- Town Centre Improvements // Joint Presentation with Essex County Council;
- 20mph speed limit // Engagement Plan
- Night Time Economy // Final Report

RESOLVED that the contents of the work programme for 2009/10 be noted.

**POLICY REVIEW AND DEVELOPMENT PANEL
19 MAY 2010**

Present :- Councillor Nigel Offen (Chairman)
Councillors Nigel Chapman, Margaret Fisher,
Mike Hardy, Michael Lilley, Lesley Scott-Boutell
and Jill Tod

1. Appointment of Chairman

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

2. Appointment of Deputy Chairman

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

14 June 2010

Report of	Head of Corporate Management	Author	Amanda Chidgey
Title	Work Programme 2010/11		☎ 282227
Wards affected	Not applicable		

This report seeks consideration of issues to comprise the 2010/11 Work Programme for the Policy Review and Development Panel.

1. Decisions Required

1.1 The Policy Review and Development Panel is asked:

- (i) To note the progress of the various Task and Finish Groups as summarised in Paragraph 2.2;
- (ii) To note the provisional scheduling included in the Panel's work programme;
- (iii) To note the current situation regarding the request made by Parish Councillor Gili-Ross, as detailed in paragraphs 2.3 and 2.4;
- (iv) To consider the contents of the Strategic Plan Action Plan in relation to the Panel's future work programme;

2. Alternative options

2.1 This function forms part of the Panel's Terms of Reference and, as such, no alternative options are presented.

3. Introduction

3.1 The Panel's work programme will evolve as the Municipal Year progresses and items of business are concluded.

3.2 In accordance with usual arrangements, Heads of Service have been asked to look at likely policy areas that would need to come to the Panel as part of their review or development. Any recommendations which come forward will be reported to the Panel for consideration.

3.3 Additionally the Council's Draft Strategic Plan Action Plan for 2010-11 has been attached to the report for the Panel to bring to members' attention the scope of work upon which the Council will be concentrating its resources.

4. Supporting Information

4.1 By the end of the last Municipal Year the Policy Review and Development Panel had completed a number of very important tasks and received presentations on various interesting and stimulating subjects.

4.2 A number of Task and Finish Groups had been set up by the Panel and details of the progress of each Group are summarised below:

Night Time Economy

The work of this Group has drawn to a conclusion with the Peer Research and the best practice commissioned report being the only outstanding elements left to complete. The final report was likely to identify those key actions either short, medium or long term that would have the most impact on delivering a town centre which was safe and welcoming to all in the evening.

The results of the consultation and the Best Practice Research are still awaited and an update on progress has been provisionally scheduled in the work programme attached;

20 mph speed limit

This Group reported to the Panel at its meeting towards the end of 2009 when a number of resolutions were made, including a request to Cabinet, which was approved, for funding of £15,000 in order to undertake consultation and engagement. The formulation of an Engagement Plan has been provisionally scheduled in the work programme attached;

In addition, the Group met on one further occasion in February 2010, the notes of which meeting are attached at Appendix A.

Mayoralty

This Group reported to the Panel at the end of 2009 when Councillor Hunt's offer to Chair an informal Civic Sub Committee to discuss certain civic related matters was accepted. One such meeting has taken place, the notes from which are attached at Appendix B.

Responsibility for civic related matters now falls within the portfolio responsibilities of Councillor Smith and arrangements will be put in place to continue the informal arrangement initiated by Councillor Hunt;

Historic Town Centre Improvements

The work of this Group has evolved into a joint piece of work with Essex County Council incorporating transport / historic town centre and other work areas. A joint presentation with Essex County Council is planned for a future meeting and has been provisionally scheduled within the work programme attached;

Waste Prevention and Recycling Options Appraisal

A summary of the work of this Group was submitted to the Panel's meeting in March 2010 at which time the Panel had given approval to:

- “(i) The work of the Waste Prevention and Recycling Options Task and Finish Group be continued and a new work programme developed to allow recommendations to be made to the Cabinet on future waste and recycling services;
- (ii) The Task and Finish Group look specifically at ways of strongly encouraging participation in the Council's recycling collection schemes.”

In addition, the following recommendation had been made to Cabinet:

“That the Portfolio Holder for Street and Waste Services be authorised to establish trials to test the acceptability and performance of different collection systems, including food waste collection.”

Accordingly, a report updating the Panel on the work of the Group has been provisionally scheduled in the work programme attached;

- 4.3 At the last meeting of the Panel representations were made by Parish Councillor John Gili-Ross on the consultation on the development of North Station as part of the Council's Supplementary Planning Document. A report is due to be submitted to Cabinet on the outcome of the consultation exercise and it is anticipated that proposals will be included which will accommodate Mr Gili-Ross' request.
- 4.4 The Strategic Plan Action Plan 2010-11 Draft Actions have recently been published and are due to be considered by the Strategic Overview and Scrutiny Panel at its meeting on 8 June 2010. A copy of the draft actions have been attached to this report to enable members of this Panel to be aware of the scope of work upon which the Council will be concentrating its resources for the period April 2010 to March 2011. Members may find the details of assistance in terms of identifying, with Cabinet approval, areas of work for the future.

5. Standard References

- 5.1 There are no particular references to the Strategic Plan; publicity or consultation considerations; or financial; equality, diversity and human rights; community safety; health and safety or risk management implications.

20mph Task and Finish Group meeting, 8 February 2010**Meeting notes****Present**

Cllr M Hardy, Cllr J Gilli-Ross, Cllr Laura Sykes
Paul Wilkinson, Sarah Ward, Cheryl Pashley

1. Apologies - Cllr S Ford, Cllr G Oxford

2. Introductions

Cheryl Pashey (CP) from the Council's Research and Engagement team introduced herself, including her professional background and team's work.

3. Review of presentation of Group's Recommendations to PR&D Panel and Cabinet

PW reported that the presentations to both the Policy Panel and Cabinet in November and December 2009 respectively were well received. Members commented on the Report's comprehensiveness and balanced views. JG-R had attended the Cabinet meeting.

ECC Local Transport Plan – CBC officers and members attended the initial consultations on the LTP3. CBC identified that 20mph was a possible intervention for inclusion in the LTP. A first draft LTP3 is expected this spring, with approval in autumn 2010. The Plan is likely to cover 10 years – to 2021, including a delivery programme and funding.

There was discussion on the funding allocation agreed at the Panel and Cabinet meetings. It has been added as a budget pressure for 2010/11 and requires approval at Cabinet, and Full Council on 17 February. JG-R noted the Local Highway Panel budget is already set for 2010/11 but was unclear on the total level of funding.

Post meeting note – the £15,000 was approved by Full Council on the 17 February for inclusion in the 2010/11 budget.

It was suggested that it would be advantageous to have match funding to encourage ECC to engage and implement these proposals.

Funding should be included in future reports to ensure all were clear on this.

Action: PW/SW ensure funding stages are included in future reports

4. Development of community engagement and consultation proposals**4.1 Liaison with Essex County Council and Essex Police**

It was noted that public expectations need to be managed. Discussions with ECC and the Police are required prior to starting public engagement/consultation.

Director level discussions between CBC and ECC were suggested as most appropriate.

To proceed with further stages CBC requires the following and suggests this should be pursued over the coming months as follows:

Required from ECC and Police	Timeframe
In principle support / the removal of barriers for implementing 20mph speed limits on an area-wide basis in Colchester.	Over the next 3 months – by the end of April 2010.

Action: PW to pursue the setting up of these meetings

4.2 Engagement Best practice and requirements

CP explained the importance of clear aims of what is wanted at the end of the process. It is recommended that an engagement campaign should precede a consultation stage.

The group re-iterated that it did not want at any stage to turn these processes into a referendum.

- **Engagement** could begin with a stakeholder workshop to consider key messages, opportunities and outcomes. This will encourage greater ownership of outcomes. This could be followed by a two-month minimum public campaign to educate and spread the message to the community of benefits of implementing 20mph. A range of groups could be engaged with to help champion the idea.
- **Consultation** if required could begin with focus groups to help inform the questions asked and areas to suggest where implementation should take place during a subsequent Colchester-wide consultation, including with groups e.g. parish councils and NAPs. Alternatively the areas to implement could be put forward by the Task and Finish Group.

CP recommended consultation be run centrally. Councillors would have a role in promoting the ideas and consultation to residents.

The response of both residents and road users are required. Responses could be validated with a subsequent focus groups.

Available Engagement Tools

A range of methods can be used to engage and consult and the Council have data and tools including Mosaic profiling available for this. Customer Insight – understanding the ‘beliefs’ of residents, combined with Social marketing – to encourage behavioural are tools that can be used to maximise the effectiveness of any campaign.

As well as consulting with the whole community a representative sample, hard to reach groups e.g. rural areas and target groups e.g. young drivers (through focus groups of ~15 attendees that will give deeper insight) can be engaged.

The extent of engagement and consultation will be dependant on the level of funding available.

4.3 Draft Action Plan

It was requested that an Action Plan, including timescales for each proposed stage be circulated. It was suggested that preparation work could begin internally in parallel with the discussions with ECC and the Police (anticipated end April '10). It was noted that these discussions would need to inform the development of this action plan.

The engagement work could not start before June 2010. It was agreed that the Draft Action Plan would be circulated for comment by 1 March.

Action: SW to meet with CP and Communication to develop an Action Plan and circulate to group by 1 March for comment.

4.4 Report to 1 March PRDP meeting

PW had received advice from the Head of Service that the planned Panel report should be postponed to allow the ECC and Police discussions to be progressed.

The group discussed their ongoing role and how long this was likely to be for. PW felt that this T&FG group should continue in a similar way to the Waste T&FG, at least until the engagement and consultation had been completed. This will inform the setting of future meeting dates.

Action: PW to request, via Committee Services, that this group continues.

5. Department for Transport Speed Limit Circular revision - consultation response

As per the information provided to the Group prior to the meeting, the Council's response was submitted to the DfT consultation on 5 February. SW will confirm with the DfT and the Group when the call-in period has elapsed.

Action: SW to contact DfT and Group

6. Date of next meeting

It was agreed that a meeting following the Policy Panel meeting on 1 March would be suitable. 23 March, 4.30 – 6.30pm proposed. SF's availability will be checked before confirming.

Action: SW to contact SF and confirm meeting arrangements

Subsequent meeting dates will also be set subject to the outcome of the 4.4. Action above.

INFORMAL CIVIC SUB COMMITTEE

NOTES OF THE MEETING HELD ON 22 DECEMBER 2009

Present: Councillor Martin Hunt (Chairman),
The Mayor, Councillor Spyvee,
The Deputy Mayor, Councillor Lewis,
Councillors Nigel Chapman, Ray Gamble and Kim Naish.
Amanda Chidgey, Democratic Services Manager,
Merilyn Baldwin, Mayoral Officer.

1. Mayor Making Lunch

Discussion took place regarding the cost of the Mayor Making lunch and the potential introduction of a charge on those attending.

In respect of the event in 2010, the following arrangements, proposed by the Deputy Mayor, were agreed:

- Change of venue from Moot Hall to Old Library;
- Change in the style of the meal to a two course, traditional menu;
- Consideration to reducing the number and cost of flowers;
- Introduction of a simple method of charging for drinks at the meal.

It was suggested that an appropriate method of charging for drinks might be the use of a pro forma listing wines/ juices and their prices to be circulated with invitations or tickets for guests to order according to their preference.

In respect of the event in 2011, the principle of introducing a charge towards the cost of the meal was agreed with consideration being given at a future meeting to the appropriate method and level of charge and the list of guests who would be exempt from a charge.

2. Charges for Other Events

In respect of the Oyster Feast, consideration be given to an appropriate method of charging for drinks (other than port) consumed during the meal.

In respect of the Opening of the Oyster Fishery, consideration be given to an appropriate method of charging for drinks (other than gin) consumed during the event.

3. Honorary Citizen's Award

To consider at a future meeting the potential costs of introducing an Annual Honorary Citizen's Award, together with details of examples of any such awards in other Local Authorities.

Policy Review and Development Panel
WORK PROGRAMME 2010/11

	<u>14 June 2010</u>	<u>9 August 2010</u>	<u>20 September 2010</u>
Policy Initiatives			
Review of Corporate Policies			
Task and Finish Groups		20 mph speed limit // Engagement Plan Night Time Economy // Update	Waste Prevention and Recycling Options Appraisal // Update Town Centre Improvements // Joint Presentation with Essex County Council

	<u>8 November 2010</u>	<u>10 January 2011</u>	<u>28 February 2011</u>
Policy Initiatives			
Review of Corporate Policies	Economic Prosperity Strategy 2010 - 2013		
Task and Finish Groups		Town Centre Improvements // Final Report	

Task and Finish Groups	Membership 2010-11
Night Time Economy	Councillors Barlow, Davies, Naish and B. Oxford
20 mph speed limit	Councillors Ford, Hardy and Offen, G. Oxford and Parish Councillor Gili-Ross
Waste Prevention and Recycling Options Appraisal	Councillors Arnold, Barlow, Chillingworth, P. Oxford, Smith and J. Young

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 accommodation for 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 rd 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
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"> ▪ families to reduce the number of individuals causing anti-social behaviour and, ▪ individuals suffering the effects of anti-social behaviour. <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 & 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
2 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"> The evaluation of the Safer Colchester project Academy in the Community Town Centre / Cultural Quarter and new communities in North Colchester Tour of Britain Olympics 2012 			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
25 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 st 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.	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
Supplementary Planning Documents due for adoption 2009 – 11.						

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

Action	Outcome	Outputs	Timescales	GMT lead	Partners	WWW link
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

Action	Outcome	Outputs	Timescales	GMT lead	Partners	WWW link
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
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.	Implement new Housing Services Structures Prevent at least 300 households from becoming homeless Final report to Portfolio Holder. Investment plan agreed	June 2011 June 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. 42	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 44	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 to 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

