

Strategic Overview and Scrutiny Panel

Grand Jury Room, Town Hall
12 June 2012 at 6.00pm

The Strategic Overview and Scrutiny Panel look at policies and strategies from a borough-wide perspective and ensure the actions of the Cabinet accord with the policies and budget of the Council. The Panel reviews corporate strategies within the Council's Strategic Plan, overviews Council partnerships, considers the Council's budgetary guidelines for the forthcoming year, and scrutinises Cabinet decisions or Cabinet Member decisions (with delegated power) which have been called in.

Information for Members of the Public

Access to information and meetings

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

Have Your Say!

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

Private Sessions

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

Mobile phones, pagers, cameras, audio recorders

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

Access

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.

Facilities

Toilets with lift access, if required, are located on each floor of the Town Hall. A vending machine selling hot and cold drinks is located on the ground floor.

Evacuation Procedures

Evacuate the building using the nearest available exit. Make your way to the assembly area in the car park in St Runwald Street behind the Town Hall. Do not re-enter the building until the Town Hall staff advise you that it is safe to do so.

Colchester Borough Council, Angel Court, High Street, Colchester
telephone (01206) 282222 or textphone 18001 followed by the full number you wish
to call

e-mail: democratic.services@colchester.gov.uk

www.colchester.gov.uk

Terms of Reference (but not limited to)

To review corporate strategies and strategic partnerships to ensure the actions of the Cabinet and Portfolio Holders 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 or a Cabinet Member, the Colchester and Ipswich Joint Museums Committee and the North Essex Parking Partnership (decisions relating to off-street parking only) 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 and Performance Indicators, and the Cabinet's performance in relation to the Forward Plan.

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, without going through the Council's executive decision making process.

Members may not call for debate matters relating to a planning or licensing decision, an individual complaint or where a right of recourse to a review or right of appeal is already provided for in law. Examples of where a member can bring an action to the panel's attention are poor service performance or increased anti-social behaviour.

The panel may reject a request as not within the guidance or where they consider 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 and a report with recommendations will be compiled and brought to the Council or partners attention, with the Council 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 requesting the action.

COLCHESTER BOROUGH COUNCIL
STRATEGIC OVERVIEW AND SCRUTINY PANEL
12 June 2012 at 6:00pm

Members

Chairman : Councillor Kevin Bentley.
Deputy Chairman : Councillor Beverly Davies.
Councillors Kim Naish, Nigel Offen, Gerard Oxford,
Helen Chuah, Bill Frame, Pauline Hazell, Peter Higgins and
Terry Sutton.

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 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

a) To confirm as a correct record the minutes of the meeting held on 20 March 2012.

b) To confirm as a correct record the minutes of the meeting held on 23 May 2012.

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 decisions taken under the Call in Procedure.

9. Decisions taken under special urgency provisions

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

10. Annual Scrutiny Report

6 - 10

See report from the Head of Corporate Management.

11. Work Programme

11 - 12

See report from the Head of Corporate Management.

12. 2011-12 Year End Performance and Strategic Plan Action Plan

13 - 63

See report from the Head of Strategic Policy and Regeneration

13. Exclusion of the public

In accordance with Section 100A(4) of the Local Government Act 1972 and in accordance with The Local Authorities (Executive Arrangements) (Access to Information) (England) Regulations 2000 (as amended) to exclude the public, including the press, from the meeting so that any items containing exempt information (for example confidential personal, financial or legal advice), in Part B of this

agenda (printed on yellow paper) can be decided. (Exempt information is defined in Section 100I and Schedule 12A of the Local Government Act 1972).

STRATEGIC OVERVIEW AND SCRUTINY PANEL

20 MARCH 2012

Present :- Councillor Andrew Ellis (Chairman)
Councillors Nigel Chapman, Nick Cope, Bill Frame,
Theresa Higgins, Kim Naish, Gerard Oxford and
Colin Sykes

Substitute Member :- Councillor Sonia Lewis for Councillor Will Quince

Also in Attendance :- Councillor Martin Hunt
Councillor Anne Turrell

34. Minutes

The minutes of the meeting held on 14 February 2012 was confirmed as a correct record.

Councillor Bill Frame (in respect of being a season ticket holder of Colchester United Football Club) declared a personal interest in the following item pursuant to the provisions of Meetings General Procedure Rule 7(3)

35. Colchester Community Stadium Limited

Presentation(s)

Mr. David Murthwaite, Chairman of the Colchester Community Stadium Board and Mr. Clive Gilham, Chief Executive of the Colchester Community Stadium Company attended the meeting.

Councillor Anne Turrell, Leader of the Council, Councillor Martin Hunt, Portfolio Holder for Street and Waste Services and Mr. Adrian Pritchard, Chief Executive Officer, Colchester Borough Council, all Board Members of Colchester Community Stadium Limited, also attended the meeting.

Mr. Murthwaite and Mr. Gilham gave a presentation to the panel.

Mr. Murthwaite focused on the core principles of the Colchester Community Stadium Board, a strong partnership between the Football Club, Colchester Community Stadium Limited, Colchester United Community Sports Trust and the Council, committed to ensuring the Community Stadium is used for the benefit of all, and offers a wide range of opportunities from social and recreational activities to health and education programmes.

Mr. Murthwaite said due to the economic downturn the Board had to reflect on and review the financial aspects of the business. Savings had accrued as a result of this work with one less director and reduced remuneration to directors and board members, a point re-emphasised during the general discussions.

Since the last review in 2010, Mr. Murthwaite said a significant investment of £120k had been made in the resurfacing of the Stadium car park and later confirmed that it was envisaged that the surface will have improvements made. Quotations are being sought to polish and protect the car park surface, and this work will be considered by the Board shortly.

Mr. Gilham spoke about the financial position of the CCSL, the community benefit and role of the management company.

The operational profit on revenue and expenditure was £24,733 for the year ending 31 March 2011, with revenue totalling £362,950, including football club rent, leasing of office space and a fixed contribution from the commercial operator (paid irrespective of whether they make a profit or not, and additional income is then earned from how well the commercial operator performs in income generating terms). It is anticipated that a similar figure will be reached for 2011/12.

The total footfall usage of the Community Stadium was 170,990, including 153,339 from commercial use by the Football Club, Trust and Management Company, 6,668 from free services provided by the trust and 10,983 provided by the Management Company.

Mr. Gilham explained that it was disappointing that for 2010-11 the Events Committee had only approved 19 community events, falling short of the 24 annual community events target. This was in the main due to a lack of publicity that meant not enough organisations were applying to use the facility. Efforts have been made to correct the situation with publicity now provided by Myland Parish Council and local community publications. There has been 26 such events organised in 2011-12 and a strong start to 2012-13 suggests the improvements will be maintained.

Mr. Gilham said the Travel Plan has been adhered to, and was now considered in good shape. The Plan is reviewed annually, with the next review due this coming June.

The Management Company is under contract for 5 years, ending in August 2013. The company did not make any profit in the first two years of operation, but a small profit is expected to the year ending in September 2012, that will itself produce a small amount of revenue to the CCSL. The Board is considering future options for September 2013 onwards, looking at various choices, but knowing there will be the inherent problem of sharing assets should a different management company be appointed. The intention is to optimise the potential of the Community Stadium.

General discussions

In response to Councillor Frame, Mr. Gilham confirmed that the outstanding £99,000 owed by Colchester United Football Club (CUFC) to the end of March 2011 had been resolved. Mr. Gilham also confirmed that CUFC and the Community Sports Trusts continue to operate with the drafted leases remaining unsigned. Mr. Gilham said this has not affected trading, with all parties honouring the leases, a case of 'De-facto', working in practice but not legally signed. This situation is being negotiated with a view to bring to a satisfactory conclusion during 2012-13.

Mr. Gilham confirmed that the 'Imagine Centre' was a community space on the ground floor of the stadium, run by a trust with the floor space leased from the stadium. The 'Imagine Centre' had an obligation to use the space to the benefit of the community. It was an excellent facility and there was demand for using the space, but unfortunately not the funding envisaged when Essex County Council decided that they could no longer fund the centre. The CCSL was looking to find an alternative use for the space.

Responding to Councillor Sykes, Mr. Gilham said the Board did not have any direct influence over the football club in terms of improving the revenue position. There is however indirect influence by way of Key Performance Indicators as set out in the service agreement between the company and the football club, and the review of the annual Business Plan includes the performance objectives that are subject to monitoring and publication. That said, the overriding factor was that CUFC, the Board and Management Company all understand that it is in the best interests of all parties to succeed, taking an 'all in it together' approach to managing the interests of the Community Stadium.

Mr. Murthwaite and Mr. Gilham accepted that the overall footfall figure of 170,990 was not very high, not great for the Community Stadium, and it was in everyone's interests to boost these figures, though the largest usage, that of league football, was out of the direct control of the CCSL. The intention is to redraft the future service level agreement, to include innovative ways of increasing revenue by widening the use of the stadium. This remains a priority of the Board.

Councillor Oxford congratulated Mr. Murthwaite and Mr. Gilham on the implementation of the Stadium Travel Plan. Councillor Oxford had not received a single complaint since its implementation and felt it worked very well. Councillor Chapman echoed the comments of Councillor Oxford about improved travelling arrangements. Mr. Murthwaite said the Travel Plan was practical and worked, though with further regeneration in the area he was conscious that the Plan would need to develop to take account of the changes.

Mr. Gilham responded to Councillor Chapman in regards to the new management company contract, saying the intention is to optimise the potential of the Community Stadium, and any new contract will include the need for the contractor to be pro-active in encouraging greater usage. The Board are discussing options and though these are at a very early stage, consideration is being given to a possible linking of performance targets to incentives and rewards. As for the Community Stadium, Mr. Gilham said there was little money or scope to undertake any major stadium improvements at present, but it was a longer term ambition.

Mr. Gilham and Mr. Murthwaite said the relationship between Board Members and stakeholders was very good, with members working in harmony, though the conversations can at times be very robust, and rightly so. The Council had the right to 'veto' but had never exercised that right.

Mr. Gilham acknowledged Councillor Higgins helpful suggestion that the CCSL should consider the installation of a public address system with hearing loops for the disabled in the events / conference rooms, thereby avoiding the need for organisations to hire

the equipment in addition to other costs, a move that would encourage greater events / meetings take-up.

RESOLVED that the Panel;

- i) Considered and noted the report Colchester Community Stadium Limited.
- ii) Thanked Mr. Murthwaite and Mr. Gilham for attending the meeting, giving a presentation, and responding to questions from the Panel.
- iii) Agreed to a further review towards the end of 2013/14.

STRATEGIC OVERVIEW AND SCRUTINY PANEL

23 MAY 2012

Present :- Councillor Kevin Bentley (Chairman)
Councillors Helen Chuah (Former Mayor) ,
Beverly Davies, Andrew Ellis, Bill Frame, Pauline Hazell,
Kim Naish, Nigel Offen and Gerard Oxford

Substitute Member :- Councillor Theresa Higgins for Councillor Peter Higgins

1. Chairman

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

2. Deputy Chairman

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



Strategic Overview and Scrutiny Panel

Item
10

12 June 2012

Report of	Head of Corporate Management	Author	Robert Judd Tel. 282274
Title	Annual Scrutiny Report		
Wards affected	None		

This is a report setting out the work of the Finance and Audit Scrutiny Panel and Strategic Overview and Scrutiny Panel during 2011-12.

1. Action required

- 1.1 The Panel is asked to consider and comment on the draft Annual Scrutiny Report.

2. Reason for Action(s)

- 2.1 The Constitution states the Strategic Overview and Scrutiny Panel shall report annually to the full Council on its work and make recommendations for future work programmes and amended working methods if appropriate.

3. Purpose and Content of the Annual Report

- 3.1 The purpose of the report is to inform the Council of the work undertaken by the scrutiny panels, and for the Council to form an opinion of the effectiveness of the scrutiny function. The final report will be submitted to full Council for consideration and approval following endorsement by scrutiny panel members.
- 3.2 This Scrutiny Report is a descriptive record of the scrutiny reviews undertaken by both scrutiny panels during 2011-12.

4. Standard and Strategic Plan References

- 4.1 The Council recognises that effective local government relies on establishing and maintaining the public's confidence, and that setting high standards of self governance provides a clear and demonstrable lead. Effective governance, of which scrutiny is a part, underpins the implementation and application of all aspects of the Council's work.
- 4.2 Scrutiny is a key function to ensure decisions have been subject to full appraisal and that they are in line with the Council's strategic aims. The role of scrutiny is also an important part of the Council's risk management and audit process, helping to check that risks are identified and challenged.
- 4.3 There is no publicity, equality and diversity, human rights, community safety, health and safety, risk management or financial implications in this matter.

Finance and Audit Scrutiny Panel Strategic Overview and Scrutiny Panel

Annual Report 2011-12

This Annual Report demonstrates the contribution made by the scrutiny function at Colchester. Whilst continuing to face the challenging future of providing services in difficult economic times, limited financial resources meant the Council continued to look at how services were provided and commissioned.

Helping the Council address these issues during 2011/12;

The Strategic Overview and Scrutiny Panel (SOSP) considered policies and strategies, having the opportunity to ensure improvements made a positive difference and the actions of the Cabinet were in accordance with the policies and budget of the Council.

The Finance and Audit Scrutiny Panel (FASP) continued to undertake the core functions of an audit committee monitoring the financial and audit performance of the Council and the linking of Council spending with policy.

The success of scrutiny reviews depended on the involvement of Councillors, Council officers, expert witnesses and members of the public, and the Chairman of the scrutiny panels would like to thank everyone for their contribution to scrutiny in 2011-12.

The very low level of call-ins, matters of urgency and pre-scrutiny items suggested Councillors continued to take a responsible approach to Governance. Members are asked to consider whether the scrutiny and review process is a function that remains effective, ensuring the critical friend challenge to the executive policy and decision making that drives improvement in public services.

Following discussions in April 2011 between Group Leaders, Chairman of the scrutiny panels and the Executive Management Team, and in agreement with Cabinet Members, arrangements for the Review of Portfolio Holders changed and rather than specific reviews, from 2011/12 Portfolio Holders were present at meetings to take a lead on major reviews and to discuss policy, spending and performance.

Cabinet Members regularly attended the SOSP meetings to discuss progress and performance, and the Portfolio Holder for Resources and ICT attended FASP meetings.

Prominent Reviews at Colchester Borough Council

The SOSP requested three individual reviews during 2011/12, the Review of the Arts (July 2011), an overview of the St Botolph's Regeneration Project (November 2011) and the Review of Public Transport in the Borough (January 2012).

The Arts review was specifically about the Council's funding and partnership arrangements with Colchester Art Centre, Firstsite and the Mercury Theatre. The Panel noted the current performances against the current standards and the fit between the contribution to the funded arts partners and the Council's Strategic Priorities, and asked the Cabinet to consider giving an indication of two future years funding at the same time as the current grant(s) is agreed. ***Given the current financial climate the Cabinet said the Council was not in a position to give a reliable indication of future funding to Colchester arts organisations and the suggestion to provide an indication of two future years funding was declined.***

An overview of the St Botolph's Regeneration Project provided members the opportunity to note the progress and investment in the development (individually and overall) of the area.

The review of current Public Transport provision in the Borough was an overview of the current situation with representatives from various public transport operators, bus and rail, attending the meeting and providing a valuable contribution to the debate. The Panel requested the Cabinet to continue to promote and develop public transport travel in Colchester to help alleviate traffic congestion in the town centre, and agreed to a further review after the introduction of the new bus station.

Pre Decision Scrutiny

Pre-scrutiny enables the scrutiny panel(s) to examine an issue in depth, and make proposals to the Cabinet or portfolio holder in advance of that decision being taken. This work included the Budget Strategy (Noted in July and December 2011) and the 6-monthly and year-end Performance Report and Strategic Plan Action Plan (Noted in June and December 2011).

Fundamental Service Reviews were considered and noted for Colchester Borough Homes (October 2011) and Sport and Leisure Services (February 2012).

Reviews were undertaken in regards to the decision on the 'Trial doorstep collection of food waste' (Noted July 2011), and the consultation response to Proposals for Business Rate Retention and Localising Support for Council Tax (October 2011). The Panel suggested several amendments and additions to the consultation response. ***Cabinet noted and agreed with the amendments suggested by the SOSP to the consultation response on Localising Support for Council Tax.***

Partnership arrangements

Two regular partnership reviews were undertaken. Both reviews, the 'Safer Colchester Partnership' (August 2011) and the Colchester Community Stadium Limited (March 2012) were noted.

Call-in

There was one call-in. FASP examined the decision Activity Centre services for people aged 50 years and over (November 2011), and confirmed the decision (UNANIMOUS), with the Portfolio Holder for Communities and Diversity agreeing to allow the Panel to pre-scrutinise the future decision on the service level agreement and lease with Colne Housing Society Ltd to operate the Centre.

Councillor Call for Action (CCfA)

There were no CCfA issues brought to the attention of SOSP during 2011/12.

Decisions taken as a matter of urgency

There were no decisions taken as a matter of urgency during 2011/12.

Task and Finish Group

There were no Task and Finish Groups commissioned by the scrutiny panels in 2011/12.

Schedule of meetings and reviews

Strategic Overview and Scrutiny Panel 2011/12

Responsible for reviewing corporate strategies, FSRs, budgetary guidelines for the forthcoming year, partnership reviews and Cabinet / strategic decisions referred to the Panel under Call in.

Councillor Ellis (Chairman) and Councillors Chapman, Cope, Frame, T. Higgins, Naish, G. Oxford, Quince, C. Sykes and Willetts (Deputy Chairman)

7 June 2011	30 August 2011	29 November 2011	10 January 2012
2010-11 Year-end Performance	Safer Colchester Partnership	St Botolphs Regeneration Overview	6- Monthly Performance / SPAP
19 July 2011	11 October 2011	13 December 2011	The Budget Strategy update
Review of the Arts	Consultation – BR Reform	The Budget Strategy	14 February 2012
Budget Strategy and MTFF			Sport and Leisure FSR
Trial of Doorstep Collection	25 October 2011		20 March 2012
	CBH Fundamental Service Review		Colchester Community Stadium

Finance and Audit Scrutiny Panel 2011/12

Responsible for reviewing financial performance, internal & external audit and risk management processes, and Portfolio Holder / service decisions referred to the Panel under Call in.

Councillor Lissimore (Chairman), and Councillors Cory, Feltham, Greenhill, Hazell, Knight, Lilley, Manning, G. Oxford and Quince (Deputy Chairman)

The following schedule does not include routine reporting such as Revenue and Capital Monitors, Audit, Treasury Management and Risk Management

28 June 2011	27 September 2011	6 December 2011	28 February 2012
Consultation – Local Public Audit	Resume – Office Accommodation	Capital Improvement Programme	Audit Commission Certificate of Claims and Returns
26 July 2011	18 October 2011	24 January 2012	27 March 2012
Draft Annual Statement of Account	Review of Polling Districts & Places	Audit Commission Opinion Plan	Cancelled
Capital Improvement Programme	CGR – Stanway Parish Council	Audit Commission progress report	
23 August 2011	23 November 2011	Housing Investment Programme	
No additional items	Call-in Activity Centre Services		



Strategic Overview and Scrutiny Panel

Item
11

12 June 2012

Report of	Head of Corporate Management	Author	Robert Judd Tel. 282274
Title	Work Programme 2012-13		
Wards affected	Not applicable		

**This report sets out the 2012-13 Work Programme for the
Strategic Overview and Scrutiny Panel**

1. Action Required

1.1 The Panel is asked to agree the work programme for 2012-13.

2. Reason for Action

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

3. Setting the Work Programme

3.1 Overview and scrutiny needs to be member-led, with Members proactive in determining the work programme and ensuring its relevance to the future needs of the Council.

3.2 Members need to take a lead on the work to be undertaken, focusing on strategic and significant issues, and the programme will need to be flexible to allow for relevant other items to be included. Officers will play their full part in supporting the scrutiny function in a positive and participative manner.

3.3 The regular work undertaken by the Panel each year has been added to the draft work programme including; The Budget Strategy and Timetable, The Safer Colchester Partnership Annual Review, the Council's 6-monthly Performance Reports (including progress on the Strategic Plan Action Plan), and future fundamental service reviews.

3.4 The further review of Public Transport in the Borough following the introduction of the new Osborne Street Bus Station remains an outstanding item.

4. Standard and Strategic Plan References

4.1 The Council recognises that effective local government relies on establishing and maintaining the public's confidence, and that setting high standards of self governance provides a clear and demonstrable lead. Effective governance, of which scrutiny is a part, underpins the implementation and application of all aspects of the Council's work.

4.2 Scrutiny is a key function to ensure decisions have been subject to full appraisal and that they are in line with the Council's strategic aims. The role of scrutiny is also an important part of the Council's risk management and audit process, helping to check that risks are identified and challenged.

4.3 There is no publicity, equality and diversity, human rights, community safety, health and safety, risk management or financial implications in this matter.

Meeting date / reviews	Portfolio
12 June 2012 1. Annual Scrutiny Report 2. 2011-12 Year-end Performance Report and Strategic Plan Action Plan	Leader / Communities & Leisure
17 July 2012 1. Budget Strategy, Timetable and MTF	Leader / Business & Resources
29 August 2012 1. Safer Colchester Partnership (Crime and Disorder Committee)	Planning, Community Safety
18 September 2012	
30 October 2012 1. Universal Customer Contact Fundamental Service Review	Customers
11 December 2012 1. 2012-13 6-monthly Performance report and Strategic Plan Action Plan	Leader / Communities & Leisure
15 January 2013	
12 February 2013	
19 March 2013	

Outstanding items – review dates to be arranged:-
 Public Transport in the Borough (following the opening of the new bus station) PH Renaissance
 Colchester Community Stadium Limited (to be reviewed in late 2013-14) Leader

12 June 2012

Report of	Head of Life Opportunities	Author	Lucie Breadman 📞 282726
Title	Year-end Performance Report including Strategic Plan Action Plan and proposed targets / actions for 2012/13		
Wards affected	'Not applicable'		

The Panel is invited to consider the performance report for the period up to end of March 2012 - which includes progress of our performance measures, the Strategic Plan Action Plan and proposed targets and actions for 2012/13.

1. Action required

1.1 The panel is asked to consider / comment on:

- 2011 / 12 year-end performance summary and appendices
- The proposed indicators for inclusion into next year's performance management reporting process and the targets to measure progress
- The strategic plan actions for 2012/13.

2. Reason for scrutiny

2.1 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

3.1 As part of the Council's performance management processes we monitor key indicators and improvement actions throughout the year against agreed targets. This report provides the year end position of our indicators and Strategic Plan Action Plan. The report also provides information on the proposed targets and actions for 2012/13.

4. Performance Summary

- This year-end Performance Report will be reported to Cabinet on 4 July 2012.
- Appendix 1 provides year end data from performance measures that we agreed to monitor at a corporate level. Each indicator has its current performance against the target set for the year, but also shows the direction of travel (DOT), where it is available and a comment from the Head of Service. The proposed target for 2012/13 is also included with comments. Appendix 1 also contains a table of the awards and accreditations that we achieved this year. A number of indicators are not due to report until later in the year, in these cases we have had to 'forecast' year-end performance.

16 (73%) of our indicators have met expected targets leaving 6 (27%) that did not. Explanations are included within the commentary. 65% of measures have maintained or improved their performance when compared with last year's year-end data.

- 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 2 of this report provides the year end performance and we achieved 96% (108) of the actions. 4% (5) were not achieved and explanations are included within the commentary. As at the half-year stage, in many cases those actions that have underperformed are where funding or partner activities have been impacted by cuts or resource changes.
- Appendix 3 of this report provides the proposed actions for the new Strategic Plan for 2012-13.

5. Strategic Plan references

- 6.1 This report provides the year-end update of performance of our Strategic Plan Action Plan, which was developed to support the delivery of the Council's agreed Strategic Plan priorities.

7. Consultation

- 7.1 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.

8. Publicity considerations

- 8.1 The performance report contains key measures for our indicators and our Strategic Plan Action Plan; many of which are used to monitor the performance of our services and as such these may be of public interest.

9. Financial implications

- 9.1 The financial implications of the action plans to deliver our indicators and Strategic Plan Action Plan form part of the budget setting process.

10. Equality, Diversity and Human Rights implications

- 10.1 Progress and improvement against these indicators and many of the actions within the Strategic Plan Action Plan support our aims of improving the lives and services for everyone in the borough.

11. Community Safety implications

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

12. Health and Safety implications

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

13. Risk Management implications

- 13.1 We aim to deliver against Indicators and the Strategic Plan Action Plan 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 – 2011/12 Corporate Indicator Set performance results including direction of travel (DOT)

Indicator	Target 11/12	Result and DOT 11 -2012	Proposed Target 2012-2013	Comments
-----------	--------------	-------------------------	---------------------------	----------





Arrows depict Direction of travel from last year's performance - where it is possible to measure this.

Resources & Organisational Key Indicators



KI R1 % Council Tax collected	98.5%	98.0% R	98.5%	Outturn reflects the economic conditions for which many people agreed special payment plans, or are subject to court proceedings continuing in to the new financial year. While the 98.5% target was not achieved to end of March (Measurement period) this money is still sought and by the end of April it was 98.4% with recovery action still ongoing. <i>No change to target; will remain challenging in this climate.</i>
KI R2 % NNDR Collected	98.5%	98.3% R	98.5%	Outturn reflects the economic conditions for which many people/businesses agreed special payment plans, or are subject to court proceedings continuing in to the new financial year. As above in respect of continued recovery action and in April figure was 98.6%. <i>No change to target; will remain challenging in this climate</i>
KI R3 Sickness rate	8 days	8 days G	7.5 days	Maintaining this challenging performance has come about with the help of our new sickness management policy, and some targeted work in key service areas. Short-term sickness has decreased this year and long-term sickness accounting for 57.2% of the days lost. <i>Performance is currently below 8 days so target will keep the momentum up in 2012/13</i>
KI R4 Reduce CO2 from LA Ops	Less 25% by Dec 2012	Await data Fore-cast G	25% less by Dec 2012	This is a rolling programme and we are now in the final year. The forecast result to date (final figures not yet available) are based on projects completed in phases one and two of the carbon management programme and their associated estimated savings. <i>Overall there have been a number of key projects implemented during 11/12 which have achieved significant carbon savings and it is hoped that these and the ongoing work will enable us to exceed the target of 25% less emissions (which equates to saving 2333t CO2) by 2012.</i>
KI R5 Forecast variance at year end	-2% to +1%	Fore-cast G	-2% to +1%	year end result is close to being finalised. The position has improved on earlier forecasts with a net under spend reported. This remains within the variance levels set. <i>No change to target – remain prudent levels</i>

Appendix 1 – 2011/12 Corporate Indicator Set performance results including direction of travel (DOT)


Indicator	Target 11/12	Result and DOT 11 -2012	Proposed Target 2012-2013	Comments
-----------	--------------	-------------------------	---------------------------	----------

KI R6 New Customer Service Excellence Awards	3 Awards	G	1 new award	Environmental and Protective Services achieved the CSE Standard in April and Corporate Management achieved their 1-year on-going CSE assessment in June 2011. Resource Management also maintain their CSE Standard, with a successful reassessment. <i>Target: One further Customer Service Excellence Award in 2012/13</i>
KI R7 Avoidable Contact	10% of contacts	6.1% G 	N/A	The work between the Customer Service Centre and service areas continue to keep the number of avoidable contacts well within the target set.
KI R8 Achieve FSR savings	£3.9m	£1.158 m G 	£1.762m	<i>Target removed as new measurement methodology will emerge with UCC FSR</i> £3.9m is cumulative performance over three years - the 2011/12 target is £1.158m of this. This consists of £450,000 Housing / £303,000 Revenues and Benefits / £405,000 Street Services – and these 2011/12 savings have been achieved. <i>The £1.762m target for 2012/13 consists of £450k Housing, £435k Revenues and Benefits, and £676k Street Services (accounted for in the 2012/13 budgets for these 3 services, and have therefore been achieved) - and £201k being the agreed net Sport and Leisure FSR saving as shown in the full business case. The implementation stages are just starting for the Sport and Leisure FSR, and progress in achieving its target of £201k savings for 2012/13 will be reviewed through the year.</i>

Housing Key Indicators


KSI H1 Net additional homes provided	650	Fore-cast 800 G 	751	This is an annual measure thus forecast performance until final confirmation received <i>This indicator measures the net increase in dwelling stock over one year. We have not seen evidence of growth as quickly as expected and the loss of Affordable Housing Grant from the Homes and Communities Agency has also impacted this area so a fairly cautious target slightly below the annual target in the Core Strategy is suggested. This reflects information used to inform the Housing Trajectory which will be updated later in the year.</i>
KSI H2 No. of affordable homes	117	366 G 	149	The housing market is currently unpredictable. Colchester appears to be benefitting from continued market activity, robust S106 negotiations, and work done to secure additional funding to secure the delivery of affordable housing. This has produced good results for

Appendix 1 – 2011/12 Corporate Indicator Set performance results including direction of travel (DOT)




Indicator	Target 11/12	Result and DOT 11 -2012	Proposed Target 2012-2013	Comments
delivered (gross)				Colchester and those households in housing need. Additional affordable housing, which was not predicted when the target was set, has been negotiated and delivered which has enabled excellent performance against the target. It should be noted that this year's performance is the best to date. However, it is important to note that the provisional outturn predictions for affordable housing delivery in 2012/13 are significantly lower and less than 50% of this year's achievement <i>In 2011/2012 we delivered our best ever total for affordable housing. We know that in view of KSI H1, overall delivery of homes is predicted to be slower. In a climate of less investment from the Homes and Communities Agency compared to previous years, 149 is a realistic target for 2012/2013</i>
KSI H3 No of Homelessness cases prevented	280 cases	256 cases R 	260	We have achieved 91% of the annual target. This counts the work done by us, and the voluntary agencies we fund, to prevent households becoming homeless or needing to make a formal application for assistance. It has become harder to achieve the target this year as we have found it difficult to source private accommodation with rent levels increasing and benefit rates being capped. <i>Target: Sourcing private rented properties to allow us to prevent homelessness is proving increasingly difficult because of an increase in homelessness and in rent levels landlords can achieve will remain a very challenging target next year</i>
KSI H4 % non-decent council homes	8%	0% G	N/A	Decency has been achieved on all general needs and sheltered properties. Decent Homes Work has been undertaken on 1322 properties this year. The work has included 443 kitchen replacements, 54 bathroom improvements, 412 heating system replacements, 30 boiler replacements, 368 rewires, 270 homes had door replacements and 104 homes had windows replaced. At the end of March there were 432 properties that had refused decent homes work, work on these properties will take place when the property becomes void. <i>Indicator no longer applicable - decency standard achieved in December 2011</i>
KSI H5 Rent Collected	98.8%	99.02% G	98.8%	We have exceeded this year's target which is a great achievement considering the continued difficult economic climate that many of our tenants are experiencing. <i>Retain current target which remains challenging</i>

Appendix 1 – 2011/12 Corporate Indicator Set performance results including direction of travel (DOT)


Indicator	Target 11/12	Result and DOT 11 -2012	Proposed Target 2012-2013	Comments
-----------	--------------	-------------------------	---------------------------	----------

KSI H6 Average time to re-let council houses	Overall 24 days	28 days R 	19 days	Last years final outturn was 24 days so slightly worse performance overall this year, however this was a significant improvement on the previous year (34 days) and the improvement trend has been sustained. The challenges of meeting this target were discussed fully at the mid-year stage and a presentation given to Strategic Overview Scrutiny Panel (SOSP) as a result we have taken into consideration the recommendations by SOSP in establishing more achievable targets for 2012/13. <i>For general needs properties, the methodology for calculating relet times will be revised for 2012/13 to bring it in line with national benchmarking methodology. 19 days is therefore still a challenging target using this new methodology and reflects top quartile performance nationally. Re-let times for sheltered housing are being impacted on by the implementation of the sheltered housing review.</i>
	General 15 days	19 days		
	Sheltered 45 days	71 days	72 days	
	Temp 28 days	32 days	32 days	

Planning Key Indicators

KSI P1 processing of planning applications	Majors 65%	65.3% G 	Majors 65%	Excellent sustained performance was achieved throughout 2011-2012 despite challenges relating to staff vacancies, preparation for Local Fee Setting, active and successful involvement in increased revenue generation initiatives, a Group Service review and an increase in the number of applications being received over the year. <i>With the challenges facing the service in 2012/13, particularly increased revenue generation targets, the priority is to build our revenue generation capacity, consolidate customer service improvements and to target UCC FSR outcomes rather than chase ever increasing but less relevant (in terms of government funding) planning application processing targets. We are looking, as a result of the service review, to target improvements in the quality of the built and natural environment rather than increasing speed. This will support the Council's strategic Leadership of Place initiative.</i>
	Minors 70%	82.4% G 	Minors 70%	
	Others 85%	89.2% G 	Others 85%	

Appendix 1 – 2011/12 Corporate Indicator Set performance results including direction of travel (DOT)



Indicator	Target 11/12	Result and DOT 11 -2012	Proposed Target 2012-2013	Comments
KSI P2 Planning appeals allowed against our decision to refuse	30%	18.8% G 	30%	<p>This excellent record indicates that the Planning Service's/Planning Committee's decision making has been of the highest order in terms of soundness. The record achieved is significantly higher than the national average.</p> <p><i>This target figure should represent whatever DCLG publishes as the national average as this is meant to represent good governance and decision making. In 2011/12 our appeal rate was much better than the national average which feels like a good result. However, it may be interpreted as either too many approvals were given or delegated authority to officers is too great. In 2011 a report on this to the Planning Committee concluded that our refusal rate is in line with the national average but its decision making around policy was more robust than many others.</i></p>

Waste and Recycling Key Indicators

KSI W1 No. of weekly missed bin collections	0.035%	0.047% R	n/a	<p>This target has been monitored as a percentage of missed collections in order to enable the data to be comparative on a weekly basis (accounting for different collections on a blue week and green week) and to enable quarterly reporting to be more accurate.</p> <p>To meet the 0.035% target no more than 78 missed collections on a green week and 105 on a blue week (based on total collections on a green week of 224,100 and on a blue week 300,100).</p> <p>The total number of missed collections for 11/12 was 4439 from a total of 9,435,600 collections. The target has not been reached for this year owing to a number of factors;</p> <ul style="list-style-type: none"> - The implementation of a four day fortnight required a bedding in period for both crews and residents. There were an increased number of collections missed while this occurred. - FSR – a significant change in staff within collection crews will have meant that new crew members and temporary staff will have had to learn new roles and routes - The reported figures may include some discrepancies in terms of the inclusion of non domestic properties and possible duplication errors. The introduction of new technology that notes specifics, such as houses where bins were not left out for
---	---------------	--------------------	------------	---

Appendix 1 – 2011/12 Corporate Indicator Set performance results including direction of travel (DOT)

Indicator	Target 11/12	Result and DOT 11 -2012	Proposed Target 2012-2013	Comments
-----------	--------------	-------------------------	---------------------------	----------

				collection, should minimise this in future years giving more accurate figures.
				<i>With new technology, collection routes, processes and procedures in place the methodology and calculation of this performance indicator needs to be completely overhauled to ensure it is accurate, more tangible and better understood. We will be working on a new measure over the next few months then we will test it and introduce later in the year.</i>
KSI W2 Residual household waste per household	450 kg	Fore-cast 	440 kg	The final residual waste per household figure is still waiting for the valuation office property count data before we can calculate it but we are forecasting that the target will be met. The total amount of waste to landfill for 11/12 was 36,702,09tonnes which is 1.69% less than the previous year.
KSI W3 Household waste reused, recycled and composted	42%	40.15% R 	43%	2012/13 target is a decrease of 10kg per household from 2011/12 Disappointingly the final figure achieved is 40.15% against our 42% target which is mainly due to a dip in our recycling figures during the last quarter of the year particularly in the amount of glass, cans and paper that has been collected at the doorstep. There are a number of social economic factors which have contributed to the drop: <ul style="list-style-type: none"> • People have changed their buying habits and are buying less • In response to national campaigns and customer pressure retailers have reduced the amount of packaging used and also the design to use less materials such as lighter glass <p>However, there are still about a third of the Borough's households who do not recycle all the materials that we collect and some that make no effort to recycle at all</p> <p>As a Council we are committed to increasing recycling across the Borough to reach our target of 43% for 2012/13 and we are planning the following activities to make this happen:</p> <ul style="list-style-type: none"> • The continuation of the Food Waste trial • Working with the Zone teams on a high profile campaign to increase awareness and education including proactive contact with households identified as not recycling • Consideration of using legislation to persuade residents to use the correct container for materials to be collected • Introduction of a weekly plastics collection for flats across the Borough.

Appendix 1 – 2011/12 Corporate Indicator Set performance results including direction of travel (DOT)

Indicator	Target 11/12	Result and DOT 11 -2012	Proposed Target 2012-2013	Comments
-----------	--------------	-------------------------	---------------------------	----------

				<p>However, there have been some positives in the quarter's performance:</p> <ul style="list-style-type: none"> Waste - 1.69% less to landfill for 11/12 compared to the previous year despite property numbers increasing, this means that residents are reducing the amount they are sending to landfill Garden waste – increased collections to an 8 bag limit from November – March 11/12 which has increased the tonnage collected to 8,125 tonnes providing a 0.5% increase against the total tonnages collected in the previous year Food waste trial has been successful and the first 5 months have diverted 190 tonnes from landfill which has contributed to and increased our performance figure by 0.4% <p><i>Target: Increase of 1% from 2011/12.</i></p>
--	--	--	--	--

Benefits Key Indicators


KSI B1 Time to process HB new claims and changes	17 days	14.17 days G 	14 days	<p>This indicator measures the time from receipt of a claim or change details to resolution, including the time taken for claimant responses for missing information & queries. Where all evidence is provided in the first instance the average processing time is closer to 5 days. Improved from 17.17 days last year.</p> <p><i>With the use of technology like e-claim and risk based verification, the time to process a completed claim will continue to improve, however because of the way the indicator is measured 14 days will remain a challenging target.</i></p>
--	----------------	--	----------------	---

Table of awards and accreditations that have been achieved in 2010/11:

Investors in People	Re-accreditation of this people management standard.
National Gazetteers Exemplar Awards	Won the national Naming Award for most innovative use of streetnaming - old Flaktwoods site.
Chartered Institute of Personnel and Development – People Management	VINE (Virtual Improvement Network Essex) won SME HR initiative of the year for transforming the way they deliver HR to build sustainable performance. VINE is the online Essex HR Partnership.
Colchester Business Awards	Winners in two categories – environmental awareness; active and sustainable travel
Cemetery and Crematorium - ICCM	Gold award for both burial and cremation services – one of only 23 councils to achieve this.
National Transport Awards	The Cycle Colchester project won the 'achievements in cycling' category.
Halfords 'Pride of the Tour Series'	Won the Tour Series' trophy, £1000 to invest in the local community and 10 Street Pod Cycle Stands.
Building Control – customer survey	All 352 customers in 2010/11 happy – 73% 'very satisfied' / 27% 'satisfied' - with the overall service.
Green Flag Award	For high quality parks and open spaces - Castle Park and High Woods Country Park
Green Heritage Award	For management and interpretation of a site with local or national historic importance. - Castle Park
ASA approved centre award	Leisure World achieved this following an assessment by ASA, the governing body for swimming.
Charter Status for Elected Member Development	For the Council's best practice in providing learning and development opportunities for councillors, to help ensure they have the skills and knowledge to effectively represent the community.
LEXCEL	Achieved the Law Society's practice management standard for the twelfth consecutive year.
Customer Excellence Standard	Successful re-accreditation by Resource Management and Corporate Management + first award of the Standard has now also been achieved by Environmental and Protective Services.

Appendix 2 - Strategic Plan Action Plan for 2011 to 2012

Addressing Older People's Needs

All the actions in this area have been achieved or are on target. Over £300,000 worth of income has been generated by AGE UK with the help of a £30,000 investment by the Council and further investment in older peoples clubs and activities have been achieved throughout the year helping to increase social inclusion and healthy living.

Outcome	Actions	Outputs	Update	RAG	Lead
Increased social activities and access to them for older people, leading to happier, healthier and longer lives.	Invest £20,000 of grant funding to new volunteer led clubs to help create activity and opportunities in the Borough	Increase in volunteer led clubs for older people.	Two grant rounds for older people's clubs have invested £45,000 this year. G		M Sterling
	Deliver new activities for older people 50+ in sport and leisure	Increased take up of activities and Social Inclusion	2 new Cardiac Rehabilitation classes introduced & additional gentle water workout fitness class. Zumba workout classes are now formally part of the 50+programme. Indoor Street 20 cricket course funded in partnership with Essex County Cricket Club. G		S Grady
	Promote concessions for older people	Increased take up and accessibility of activities	New advert in the latest CLW brochure and on the website. Adverts in issues of Essex Women's Institute magazine and in the Mersea Island Courier. Attended Kingsland Church Silver Screen Cinema & lunch club. G		S Grady
Reduce poverty and health inequalities for older people	Invest £30,000 to support the take up service by Age UK to help generate £300,000 extra income for older people.	Increased Benefit Take up for older people.	This investment was made early in the year and has resulted in AGE UK exceeding their income generation target for older people. G		M Sterling
Support independent living for older people	Complete a strategic review of accommodation for older People. Complete a review, make recommendations and develop a joint implementation plan with CBH regarding the Council's sheltered housing schemes.	Strategic review document. Recommendations report and Implementation plan. Accommodation which better meets the needs and aspirations of older people and is fit for the future.	Strategic review of Council owned sheltered accommodation has been completed. Recommendations agreed by Cabinet October 2011. Implementation framework established to deliver the recommendations. G		T Hinson

Appendix 2 - Strategic Plan Action Plan for 2011 to 2012

Outcome	Actions	Outputs	Update	RAG	Lead
	Increase the number of customers using the services provided by community alarms.	Increase private household take up of Helpline products Increase take up of Telehealth services to 60 users	At the end of March 2012 there were 61 users of Telehealth on the system. During 2011/12 a total of 108 users have benefited from Telehealth services. G		C Dowsing
Effective partnership working to promote and safeguard the welfare of vulnerable adults in our community	Complete Essex Safeguarding Adults Board (ESAB) self-assessment audit for 2011	"Effective" overall self-assessment against ESAB standards	Achieved. G		
Working in partnership across the public sector to provide a single point of access to customers.	Work with key strategic partners to develop a co-ordinated multiagency commitment to the Strategic Plan Priorities through Infopoint @Colchester Develop partnership working with Libraries to enable access to Council Services through a network of 7 Libraries across the Borough.	Evaluation of Infopoint@Colchester strategy Increased take up and accessibility of Council services Increased footfall into Libraries	A multiagency service has been developed within Infopoint either through direct representation from other public services or via CBC trained staff in other agency services. Approx 150 extra customer enquires per week for other public services are managed within Infopoint. G P Donnelly / L Rathbone Good partnership working is in place with all 7 libraries within the borough. The libraries assist customers with light touch borough enquiries. They also provide CBC recycling goods for purchase and collection. G		G Mitchell P Donnelly / L Rathbone
Improved patient experience of discharge from hospital	Improve co-ordination of access to services when discharged from hospital by co-ordinating information exchange between agencies and hospital.	Improved information exchange between Older people's Forum member agencies and Discharge Team at Colchester General Hospital and Increased customer satisfaction	'Get to know you' meetings were held and an information protocol agreed. G		M Sterling

Appendix 2 - Strategic Plan Action Plan for 2011 to 2012

Outcome	Actions	Outputs	Update	RAG	Lead
Using reminiscence activity and resources to support older people with short term memory to tap into their longer term memories in order to raise self-esteem, improve well being and relationships.	<p>Deliver funded reminiscence activity in partnership, amongst others, the Alzheimer's Society, Age UK and social services including:</p> <ul style="list-style-type: none"> • Delivery of sessions in care home and day care centres • Delivery of training for professional care givers and staff • High level of uptake for loan boxes to support reminiscence sessions 	Reminiscence Sessions, training of staff and care givers and increased uptake of loan boxes.	<p>This work is ongoing and the system of loan boxes is well established and take up continues to be good. A more formal appraisal and evaluation of this area of work is underway and has led to active collecting of handling objects to expand and refresh the Memory Box offer.</p> <p>Reminiscence sessions are regularly delivered across Colchester and Ipswich, including a series of sessions commissioned by Age UK and an intergenerational session at Fordham All Saints Primary School about World War 2. G</p>		P Berridge

Addressing Younger People's Needs

Actions have all been completed including support for Younger People through a careers convention, attended by 1,600 students and 42 businesses; a range of physical, wellbeing and safety activities throughout the year and we have continued to work with partners to reduce ASB with 38 Acceptable Behaviour Contracts issued along with 8 Parenting Contracts.

Outcome	Actions	Outputs	Update	RAG	Lead
Effective partnership working to promote and safeguard the welfare of children in our community	Proactive membership of and participation in the North East Essex Children's Partnership Board's "Stay Safe" sub-group.	Effective joint working locally to safeguard children and young people.	Arrangements are in place for attendance at Board meetings and the "Stay Safe" sub-group. Achieved G		G Mitchell

Appendix 2 - Strategic Plan Action Plan for 2011 to 2012

Outcome	Actions	Outputs	Update	RAG	Lead
Improve the skills of children and young people 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 such as the National Apprenticeship Scheme has the appropriate level of business engagement Work with Monkwick and St John's Green primary schools to run 'Attendance Reward Schemes' Support for Colchester Children's University (CU) by ensuring all suitable children's courses delivered by Colchester Borough Council are approved by the university as part of its programme.	Ensure the work on raising skills levels in the Economic Prosperity Strategy is focused on youth skills priorities Improved attendance rates Increase learning activities and experiences available to 7-14 yrs olds outside normal school hours. New learning opportunities provided through Forest Schools at High Woods Country Park and Ghost Woods.	Held the 1 st joint Colchester Careers Convention at the Weston Homes Stadium on October 20 th involving all 12 Secondary Schools, Special School and Children's Support Services. Attended by 1,600 Year 11 students with 42 businesses and training providers exhibiting. G These schemes were run successfully contributing to good levels of attendance. G A range of activities at all 4 CBC sports Centres have been validated by the Children's University including Basketball, Street 20 Cricket, Rookie Lifeguard courses, archery and street dance. CU logo is being used to highlight validated activities on LW websites and in quarterly brochures. CU plaques displayed in all CBC Sports Centres. G Both High Woods Country Park and Ghost Woods are being used for Forest School activity. G	N Myers M Sterling	
Improve the Health, Fitness, Wellbeing and Safety of Children and Young People in the Borough.	Deliver the Crucial Crew programme for 90% of primary school children in Year 6 Schools Partnership Projects: Agree SLA to provide £10k funding for CBSSP to increase participation in sport & physical activity in Life Opps Target Schools Deliver a number of projects with looked after children, children and young people with disabilities and	Increased awareness of personal and community safety messages Joint agreement established along with priorities. Increased opportunities for looked-after young people, people with	The Crucial Crew event was delivered in June for all Year 6 children in the borough. G CBC funding of £10k over 2 years has been agreed and paid to CBSSP, along with funding from NHS North East Essex. Service Level Agreement (SLA) with Performance Indicators has been agreed. CBSSP & CBC have worked to establish Change 4 Life Clubs in Life Opportunities target schools. G The work in partnership with NCP and the Youth Offending Team has delivered its second phase in the Nunn's Road Car Park	B Penny M Sterling S Grady	

Appendix 2 - Strategic Plan Action Plan for 2011 to 2012

Outcome	Actions	Outputs	Update	RAG	Lead
	<p>young people from hard to reach groups in partnership with Essex and Suffolk CCs, the British Museum, LOCOG, schools and partner organisations.</p> <p>Partnerships involved to be agreed, plans drawn up and implemented then evaluated.</p>	<p>disabilities and young people to access and participate in cultural activities</p>	<p>The 'Changing Lives' project delivered in partnership with the Gilbert School has been substantially completed. The film was launched at an event at the Arts Centre on 2nd July. The ten young people involved continue to be involved through to the opening of the Treasures of China exhibition in July 2012 and have been assisting with the display styles, branding and exhibition retail for the show. Two of the students presented a paper at the 'Stories of the World' Conference in Leeds in November. Their paper detailed the participants' unique experiences co-curating an international exhibition with the museum staff and in taking part in the Arts Award accreditation scheme. The 'Talking Objects' project (in partnership with the British Museum) involving a range of young people has just come to end with a film viewing and debate. It will now form the model for other projects in the future. G</p>	<p>P</p>	<p>Berridge</p>
	<p>Agree and implement Acceptable Behaviour Contracts (ABCs) and Parenting Contracts (NEW)</p>	<p>Reduction in ASB among younger people</p>	<p>38 ABCs and 8 Parenting contracts have been issued. 'Operation Circuit', led by the Police, resulted in the identification of young persons causing ASB. Referrals made to the ASB Service then resulted in the issue of ABCs and other interventions. 1 family has been referred as requiring Family Intervention support and 5 referrals were made to Floating Support. G</p>	<p>K</p>	<p>Newman</p>
	<p>Play area development plan implementation to be delivered to those communities where benefit of improved play opportunities will be greatest</p>	<p>Improvements to play sites targeted to locations where impact will have most benefit.</p>	<p>Play area refurbishment has been completed in targeted areas providing new and additional equipment. G</p>		<p>B Penny</p>

Appendix 2 - Strategic Plan Action Plan for 2011 to 2012

Community Development

Our community development activities have achieved expectations this year with £250,000 invested in 19 voluntary organisations to help deliver strategic priorities for communities. A number of community run facilities are in planning stages or already being run locally and we are working with partners to support families with chaotic lifestyles. The 'Out in the Open' project has increased social inclusion for vulnerable adults and we have implemented new ways of working with our communities through the introduction of 'zone' teams.

Outcome	Action	Outputs	Update	RAG	Lead
Support for Voluntary Orgs, Individuals or the Third Sector to help deliver Strategic Priorities for Communities	<p>Agree where investment should occur and ensure that in each case Service Level Agreements are signed, outcomes agreed and performance monitored.</p> <p>Promote and encourage volunteering opportunities and increase range and extent of volunteering opportunities for Colchester Countryside Volunteer Service</p>	<p>£250,000 invested clear measures and outputs to be agreed.</p> <p>Increased Volunteers</p>	<p>19 voluntary organisations received these grants and SLAs were agreed. G</p> <p>Number of Colchester Countryside Volunteer Rangers has remained fairly constant but work activity has increased as more volunteers have obtained additional training and skills enabling them to be engaged in a wider range of activity. G</p>		M Sterling
Localism - Closer involvement between Local Government and communities in delivering services, managing and benefiting from community	<p>Improved communication amongst Parish Councils, and between Parishes and CBC</p> <p>Develop Community Infrastructure Levy (CIL) Charging Schedule as part of Frontrunners Project</p> <p>Development of Community projects and working with communities to release resources from a range of sources to deliver tangible community provision, specifically:</p> <ul style="list-style-type: none"> Work with local communities to agree management arrangements for the ex-MOD gymnasium, and the Braiswick Resource Centre. 	<p>Organise and chair 4 Forums meetings</p> <p>CIL Charging Schedule</p> <p>Clear Management Arrangements for gym and resource centre.</p> <p>Better understanding of planning gain needs and opportunities for new developments.</p>	<p>Quarterly meetings are being organised and chaired. G</p> <p>Draft charging schedule published and consulted on but further scrutiny required. Further consultation may be required before submission and examination later this year. G</p> <p>The Braiswick Resource Centre lease has been signed and the facility will open shortly. The Garrison lease negotiations are progressing well and are expected to be concluded shortly. Community Initiatives Officers are attending Development Team regularly to secure planning gain for community facilities where appropriate. G</p>		B Penny M Sterling

Appendix 2 - Strategic Plan Action Plan for 2011 to 2012

Outcome	Action	Outputs	Update	RAG	Lead
assets and decision making in their area.	<ul style="list-style-type: none"> Community Initiatives team members to attend Development Team fortnightly to consider planning gain needs from new developments 				M Sterling
	Supporting Parish and Town Councils and communities to increase awareness of the working of the new planning system and how local people can influence decisions through Neighbourhood Planning and Neighbourhood Development Orders.	<ul style="list-style-type: none"> Presentations Workshops for communities and members Articles in common ground and the MIB Reports to LDF and Planning committee 	Training and presentations undertaken in partnership with RCCE. In house training being arranged for May on Neighbourhood Planning. Meetings taken place and response sent to consultation paper on Neighbourhood Planning. Two successful Neighbourhood Plan Frontrunner bids. G K Syrett / V Pearce		
	Secure additional burial land by working in partnership with the aim of provision of a Jewish burial area and extension of the Anglican burial area	Land acquired Development of infrastructure needed for burial land (access etc) Development of defined Jewish burial area	Area within existing Cemetery designated for Jewish burials and formally consecrated on 11 September 2011. First burial has now taken place. Negotiations are continuing over additional land required for extension to Anglican burials. The Resources PFH has agreed the basis of an agreement with the MoD to secure ownership of an area of land adjacent to the current site. G		C Daines
	Develop a responsible dog ownership Strategy and work with communities to increase positive and responsible dog ownership	Educational and promotional events & communications School Education programme Increased enforcement Increased commercial activity in relation to sale of micro chipping service & dog waste bags	A Responsible Dog Ownership (RDO) Working Group established and a draft RDO Strategy has been produced. A public consultation exercise opened on 10 April 2012. RDO educational presentation delivered in all 18 schools wishing to participate. A dog micro-chipping and tagging event May Day Bank Holiday weekend. One fixed penalty notice has been issued in respect of a witnessed dog fouling offence and income from the sale of dog waste bags has increased by 14.8% to £1809 in 2011/12. Through the introduction of Zone Teams within Street Services the number of enforcement officers across the borough has increased from 11 to 24. G		

Appendix 2 - Strategic Plan Action Plan for 2011 to 2012

Outcome	Action	Outputs	Update	RAG	Lead
Respond to the new duties under the Equality Act from April 2011.	To promote equality of opportunity to help achieve a strong economy and a fair society.	Performance data which shows that the new Duties are integrated into how our services are planned and delivered.	The new duties have been addressed through the year as the guidance emerged and all deadlines were met. A report on the year's activities was considered by Policy Panel in November 2011. The website content was refreshed, and includes a section for all Equality Impact Assessments. G		A Harley
	Transparent information for the public about the equality improvements we deliver to service users and to staff.	Publish annual information about staff and service users which meets the letter and spirit of the new General Equality Duty.	New section added to the Council's website which brings together a range of information for the public about staff and service users, and which meets the requirements of the Equality Act in terms of equality information. G		A Harley
30	Address gaps and provide leadership and high standards both internally and externally with regard to Equality and Diversity.	Seek out and where applicable adopt best practice.	2011 was a 'year of transition' following the Equality Act. A responsive approach was maintained as the new duties were introduced and implemented. Equality and Diversity remains a key council priority, with specific support from a Portfolio Holder, an Officer post and 3 working groups. G		
Enhanced life opportunities and support for families with chaotic lifestyles.	Partner agencies working together to provide joined up support, advice and approach for families with chaotic lifestyles. Specific actions for CBC are around spotting opportunities for family intervention support and make referrals	Referrals Reduction in ASB	This year, 5 referrals were made to Floating Support and 1 family requiring support was identified and referred to Catch 22. Owing to uncertainty around the funding for this project in 2012/13, the Council was asked to make no further referrals in December 2011. However, the recent successful merger of the CBC and CBH ASB teams to provide a multi-disciplinary and tenure-neutral ASB Service together with much closer collaborative working with other partner agencies has resulted in the delivery of a range of interventions and positive outcomes in specific cases. G		K Newman
Increased social inclusion and life opportunities	Delivery of a textile and garden project offering increased opportunities to hard to reach and vulnerable adults, namely: <ul style="list-style-type: none"> Deliver the Out in the Open project 	Project Implementation Plans Projects delivered and monitored Evaluation completed	The implementation phases of the Out in the Open project have been successfully completed and the delivery evaluation phases have been conducted. While this has been a particularly challenging project for the staff involved it has proved to be a highly successful and creative project and is likely to form a		

Appendix 2 - Strategic Plan Action Plan for 2011 to 2012

Outcome	Action	Outputs	Update	RAG	Lead
for hard to reach and vulnerable adults.	<p>with partners, Colchester and Tending Women's Refuge, Beacon House and organisations working with and for people who are homeless or vulnerably housed in the Borough.</p> <ul style="list-style-type: none"> • Deliver Big Garden project for homeless people Project to be established to offer regular participation for homeless people to participate in fruit and vegetable production on a model allotment site 		case study and model for others across the country in conducting this type of work. G		P Berridge
Increase community cohesion, self reliance and involvement. A bespoke service introduced around the needs of each zone.	Implement and embed the new service delivery geographical zones as per the Street Services Fundamental Service Review.	Establish measures to assess community cleanliness Multi-skilled staff able to respond to customer demand Closer working between community groups and services	Whilst old style inspections have ceased Zones have implemented new routes and frequencies for litter picking and dog/litter bin collections to either maintain or increase the cleanliness of the borough. We have also now implemented an improved 6 week sweeping schedule, down from 8 weeks. All staff have / are receiving relevant training to enable them to take on all aspects of their role. Zone Managers and Wardens have made great progress in working with Neighbourhood Action Panel's and other community groups, many with actions / projects from them. G		M Young

Appendix 2 - Strategic Plan Action Plan for 2011 to 2012

Community Safety

Our community safety activities have all been completed in line with expectations and during the year we have continued to work with partners to reduce anti-social behaviour and improve quality of life for the residents of Colchester. Three 'Days of Action' have been carried out and we have increased the 'Acceptable Behaviour' contracts issued and ran a 'Night of Action' along with a successful 'Weekend Noise Service' to help address issues.

Outcome	Action	Outputs	Update	RAG	Lead
Improve quality of life by reducing anti-social behaviour and fear of crime.	Co-ordinate a series of Community Days of Action to tackle crime and improve the quality of life in neighbourhoods.	3 Days of Action delivered with our partners	3 Days were delivered this year in St Anne's, Harbour and Wivenhoe. On average 15 agencies participated in each of these events with over 100 officers carrying out enforcement work, street cleaning, environmental improvements, and community development work. The days have included ex-offenders working on environmental improvements, Essex Police enforcing warrants, the DVLA removing unlicensed vehicles, CBC's zone workers removing graffiti, and local children participating in community speed watch patrols. G		M Sterling
	Agree and implement night-time Acceptable Behaviour Contracts (ABCs) in conjunction with the police	Increased number of ABCs	The ASB Service initiated and led the Night of Action in the town centre last summer and in the process, we successfully issued 2 night-time ABCs. However, this process is reliant on police resources which, at times, can be difficult to secure due to capacity and competing priorities. Nevertheless, we are constantly promoting their use and seeking police commitment to make use of ABCs in respect of those taken into custody as a result of ASB. G		K Newman
	Use ASB enforcement tools and other interventions to tackle behaviour amounting to public nuisance during the operation of the Weekend Noise Service.	Increased enforcement and prosecutions	The Weekend Noise Service is now being effectively used for the purpose of visiting and monitoring specific addresses or sites with direct actions and outcomes secured as a result of evidence gathered, including the closure of one premises to prevent ASB. Members of the recently merged ASB Service continue to participate in the Weekend Noise Service working alongside colleagues from Environmental Protection and this arrangement has resulted in the issue of a number of		

Appendix 2 - Strategic Plan Action Plan for 2011 to 2012

Outcome	Action	Outputs	Update	RAG	Lead
	Work with police and other partners to identify repeat and vulnerable callers reporting ASB and tackle underlying causes	Increased focus on areas of need	Acceptable Behaviour Contracts (ABCs). Regular joint visits are carried out with the Police for repeat and vulnerable victims. Each case is unique and the underlying causes are therefore being identified and tackled on a case by case basis, for example a breakdown in relationships with a neighbour, the root-cause of which was a dog attacking the boundary fence. The success of this initiative is reliant on the provision of information by the Police and the recent restructure of Essex Police has undoubtedly had an impact, however 14 visits have been carried out resulting in the joint issue of numerous ABCs. G	G	K Newman
	Work with partners to develop the Neighbourhood Action Panels to ensure crime and quality of life issues are being resolved.	Review of panels carried out in the light of funding changes; all panels serviced	We continue to service NAPs across the borough. This review was conducted along with a research evaluation by University students. A training event for chairs is being held in May. G	G	K Newman
33 Fewer people suffer domestic violence on a repeated basis	Work with partners to achieve the Life Opportunities target of Reducing repeat victims of domestic violence	Reduce repeat victims of domestic violence by 5%	This target was achieved with a reduction by 5% from the baseline. A new target to reduce overall violent crime replaced it during the year. Colchester has established an innovative 'Sanctuary' scheme to help victims of domestic violence stay in their own homes. In 11-12 we had 41 referrals to the scheme. G	G	M Sterling
Encourage travel in safe licensed vehicles by increased awareness of controls over hackney carriages and private hire vehicles.	Development of Quality Taxi Partnership and Travel-Safe Taxi Campaign	Campaign Delivery	Discussions held with staff at Essex County Council responsible for organising QTP. These have been outlined to both Hackney Carriage and Private Hire trades who are in favour of joining the scheme. Travel-Safe Taxi Campaign discussed with the Hackney Carriage/Private Hire trades and the Police and significant publicity achieved in advance of Christmas period including press and radio articles by PFH. G	G	C Daines

Appendix 2 - Strategic Plan Action Plan for 2011 to 2012

Congestion Busting

The next phase of the Northern Approaches improvements are underway with detailed design and tender process and planning consent and funding discussions are progressing for a Park and Ride. Town Centre improvement work has continued with design, consultation and funding discussions all taking place and we continue to work hard to provide and promote alternative forms of travel in and around Colchester.

Outcome	Actions	Outputs	Update	RAG	Lead
Delivery of new Northern Approaches Link Road, providing access and release of land for housing and economic development and reduction of congestion around the North Station area.	Partnership working with ECC to agree detailed design (Winter 2011) for Northern Approaches Road making provision for the Busway. Commence construction of Northern Approaches Road Spring 2012.	Detailed Design Delivered Construction underway	Detailed design completed, ECC agreement to forward fund construction in place. Tender exercise completed and tenders returned. Period of cost evaluation underway between the parties G		F Duhamel
Delivery of a Park and Ride at North Colchester thereby reducing traffic and congestion in the town centre.	Consider a planning application and make available land to allow delivery of Park and Ride at North Colchester Consider as a consultee the planning application to be made by ECC. April 2011 Agree heads of terms with ECC for lease of P&R site - August 2011 Provide support to ECC in order to secure funding - 2011/12	Planning Applications Terms of Lease Funding	Planning consent granted for Park and Ride. CBC led on Growing Places Funding bid for £4.92m which included the cost of constructing the Park and Ride. Funding bid approved by LEP Board subject to final period of due diligence. G		F Duhamel

Appendix 2 - Strategic Plan Action Plan for 2011 to 2012

Outcome	Actions	Outputs	Update	RAG	Lead
Increase the number of people using alternative methods of travel to access schools, employment and the town centre	<p>Develop submission for ERDF funding to promote travel change behaviour to businesses.</p> <p>Continue to work with the 7 existing businesses in the NCBP and seek new businesses to commit to the programme.</p>	<p>Funding Bid Submitted</p> <p>Funding achieved</p> <p>5 new businesses to commit to the programme.</p>	<p>Awaiting announcement. Bid is with Hertfordshire CC and they are awaiting response from other partners and DCLG. G</p> <p>Colchester Travel Plan Club took on local delivery of the NCBP travel plan.</p> <p>The 12 Members of the NCBP are given to access to the Colchester Travel Plan Club initiative and promotions, such as public transport discounts, "Love ur Car" car sharing and smarter driving campaign, development of a NCBP walk to work campaign. G</p>		P Wilkinson
35	<p>Set up a travel behavioural change programme working with existing communities, including:</p> <ul style="list-style-type: none"> Continue to support and host the Colchester Travel Plan Club (CTPC) to coordinate and grow the activities of the club. Assist ECC in securing Local Sustainable Transport Funding to maintain momentum of existing programmes 	<p>Increased activities of CTPC</p> <p>Local Sustainable Transport Funding</p>	<p>Secured funding from DEFRA to deliver Car Sharing Smarter Driving campaign using the members of the CTPC.</p> <p>Funding submissions have been made to for central government funding but have not been successful, which impacts on longer term programming. A review has been undertaken of the CTPC and commitment made by partners for 2012/13. R</p>		P Wilkinson
Increase the levels of people cycling.	<p>Enhance existing and construct new cycle routes and create opportunities through parks linking together existing routes using Cycling Town status, specific actions:</p> <ul style="list-style-type: none"> Find solutions where barriers to continuous cycle networks exist and work with ECC to continue to deliver cycling improvements. Promote safe responsible cycling, especially on the routes delivered 	<p>Increased cycle networks</p> <p>Cycling Strategy Supplementary Planning Document</p> <p>Increased funding</p> <p>Increased training & promotion</p>	<p>Lower Castle Park riverside "Share the space" route opened 20 March 2012</p> <p>Material distributed to schools and colleges linked to the Lower Castle Park scheme.</p> <p>Cycling Strategy SPD adopted following consultation.</p> <p>South side cycle racks installed and available for use in December 2011. G</p>		P Wilkinson
Improved cycle links across the borough					
Reduce greenhouse					

Appendix 2 - Strategic Plan Action Plan for 2011 to 2012

Outcome		Actions	Outputs	Update	RAG	Lead
gasses produced by transport		<ul style="list-style-type: none"> under the Cycle Town initiative and at events. Adopt with support from ECC a Cycling Strategy Supplementary Planning Document to secure funding for cycle improvements, training and promotion through development. Improve cycle security at rail stations to encourage residents to use bikes and train 				
Planning policy that supports change in behaviour around transportation ensuring a future that is cleaner, healthier and reduces greenhouse gasses.		Devise planning policy which ensures new developments incorporate walking, cycle routes and public transport services at the initial planning stages	Revised Planning Policy	Additional guidance produced in Supplementary Planning Document. Policies will be reviewed as part of new Local Plan/review of Core Strategy. G		P Wilkinson
Improved Town Centre – including changes to reduce traffic, improve reliability of the bus		<p>Support Publication of Traffic Regulation Orders for changes to the town centre highway network – June 2011</p> <p>With ECC Operators develop the public transport facility in the Osborne Street /Stanwell Street area – May 2011 ongoing</p>	<p>Publication of Traffic Regulation Orders by ECC</p> <p>Design Agreed</p>	<p>Traffic regulation orders published February 2012. Over 180 responses received. Process of evaluation now underway. G</p> <p>Scheme now at detail design stages. CBC procuring the non highway changes – e.g. toilets, passenger waiting facilities. Programme agreed and continual constructive dialogue with bus operators G</p>		P Wilkinson / F Duhamel

Appendix 2 - Strategic Plan Action Plan for 2011 to 2012

Outcome		Actions		Outputs		Update		RAG Lead	
operation and air quality.	Adopt the public realm strategy for the town centre	Identify funding streams and make submissions to secure funds to deliver the town centre improvements.	Funding Streams Identified Bids Drawn up and submitted	New Strategy adopted	Public Realm Strategy now forms part of the Town Centre SPD which will be consulted on in early summer G	F Duhamel			
Air Quality – protection of public health and improved quality of life	Work with partner agencies to develop an Air Quality Management Strategy. Specific actions include: <ul style="list-style-type: none"> Responding to the recommendations of the 2011 Detailed Assessment Appraising options for the improvement of air quality Developing an implementation plan 		Strategy developed. 1 or more Air Quality Management Areas identified. Interested parties consulted. Air Quality Management Order(s) made. Funding opportunities identified and bids submitted.		The 2011 Detailed Assessment was submitted to, and accepted by Defra. The recommendations of that assessment were fully considered and the Portfolio Holder for Street and Waste Services declared 4 new Air Quality Management Areas in December 2011 resulting in the making of the Air Quality Management Order. Following the submission of a successful bid to Defra, we were awarded £14K with an additional £17.5K later in the year, to support an innovative project working with colleagues from Colchester's 20/20 Travel club. This project, known as 'Loveurcar', is now under way and promotes smarter driving, car sharing and personalised travel plans, and aims to reduce the number of cars on the road and minimise fuel consumption. G	P Wilkinson / F Duhamel			
Improve the environments in and around Colchester's Town station, and improve access to Colchester North station through the	Develop the Town Square to complement the new Magistrates court		Agreement with land owners Planning permission Complete detail design		Delay in delivering the Town Square to coincide with the opening of the Magistrates Court due to the transfer of rail franchise at the beginning of April (the land falls within Network Rail ownership therefore consent was required from the train operator). However meeting with new operator was successful and terms are shortly to be agreed. Detailed design completed and planning permission granted. Works have been competitively tendered G	K Newman F Duhamel			
	Agree design with ECC (July 2011) and commence delivery of measures to improve St Botolphs Roundabout		Agreed Design		Early discussions held with ECC but significant resources from both ECC & CBC now diverted to other Highway Priorities(NAR 3, P&R, Buss Station) so now subject to delay R	F Duhamel			

Appendix 2 - Strategic Plan Action Plan for 2011 to 2012

Outcome	Actions	Outputs	Update	RAG	Lead
<p>pilot Travel Plan</p>	<p>Increase the number of people using alternative methods of travel to access the station and places of employment by:</p> <ul style="list-style-type: none"> • Increase and promote new cycle parking at North Station • Produce and distribute bus 'Travel to the station' guide to existing and new users – May 2011 • Promotion of public transport serving the station and Plusbus ticketing initiative – summer 2011 	<p>New cycle parking users New public transport users</p>	<p>Double deck cycle racks installed on south side of station. Overall 25% increase in the level of cycling to the North Station. Travel to station guide published October 2011 Plusbus promotional campaign launched November 2011. Greater Anglia have recorded an increase in Plusbus ticket sales G</p>		P Wilkinson
<p>Spatial planning activities contributing to priorities in the overall task of place shaping & in delivery of land uses, infrastructure & associated activities across the Borough.</p>	<p>LDF Preparation; Supplementary Planning Documents (SPD) due for adoption 2009 – 11. Area Action Plan for Town Centre</p>	<p>North Station Masterplan North Colchester SPD Area Action Plan for Town Centre</p>	<p>North Colchester:</p> <ul style="list-style-type: none"> • Engagement undertaken by University of Essex • Public consultation on revised SPD • Additional work being undertaken on transport strategy North Station; • Work will resume on SPD tied into North Colchester Travel Strategy and delivery of park and ride Town Centre • Supplementary Planning Document will now be developed rather than Area Action Plan. Stanway; • Work underway with landowners in Tollgate area to produce masterplan • Stanway Travel Strategy being developed by ECC. G 		K Syrett

Appendix 2 - Strategic Plan Action Plan for 2011 to 2012

Enabling job creation

Significant investment has been committed to digital infrastructure improvements which will aide and encourage new business to Colchester. We have supported business with policy expertise, expansion of commercial land available, conversion of redundant rural buildings into commercial use and assisted with the retention of 24 companies throughout the year. We have supported the delivery of the annual options fair and the delivery of 92 placements and 85 internships through the University Careers centre. New skills for the future posts appointed and we continue to work with JCP to deliver Job Clubs, advice, guidance and training to reduce worklessness.

Outcome	Actions	Outputs	Update	RAG	Lead
Colchester will have a below average level of worklessness by exploiting its Strategic location between London, Stansted and the Haven Gateway	Work with and lobby at County levels to secure additional inward investment leads	10 Active Inward Investment Leads	New investment leads have been secured (currently less than 10 but a number are in the pipeline and potential for 300 jobs). Overall we have achieved some really positive outcomes following an Invest Essex visit in November and our subsequent follow up which has resulted in the creation of positive enquiries including a forthcoming visit to Colchester from Chinas largest publishing company actively looking to invest in the UK. We are also working with IE to improve the clarity of the Colchester 'offer' to provide potential investors with a compelling 'bespoke' business case for their investment. Thus while the specific output noted has not been met a significant breakthrough in terms of lobbying and securing opportunities in the latter stages of the year make this a positive outcome overall. G		N Myers
ports to promote international trade, secure inward investment and major infrastructure	Secure investment for improved digital infrastructure in urban and rural areas	Investment for digital infrastructure	Significant investment committed to digital infrastructure improvements by BSKyB/ Briskona and County Broadband. Initial investment of £100k in the town centre fibre optic network from ITS Technologies (subject to contract) BT has committed £8m to upgrading 4 exchanges to fibre optic connectivity. Pipeline project is the building of a Data Centre (server farm) at the University Knowledge Gateway. G		N Myers

Appendix 2 - Strategic Plan Action Plan for 2011 to 2012

Outcome	Actions	Outputs	Update	RAG	Lead
projects	Work in partnership with the Haven Gateway Wind Port Group and Essex County Council to ensure that local companies are able to access and benefit from renewable energy supply chain opportunities		Reformed as the Low Carbon Integrated County Strategy Group. 37 local companies on the 2 nd tier supply chain with contract opportunities promoted at 'Meet the Buyer' procurement events in Basildon and Harwich. G		N Myers
Availability of sufficient quality employment land via our planning process to meet the needs of our Residents.	Provide policy expertise to help secure additional employment land defined as being of high quality	2.0 hectares of additional employment land to be defined.	Provided to projects in the development pipeline such as Stane Park and securing additional commercial rather than residential usage on a number of smaller development sites such as New Braiswick Park. G		N Myers
	Providing 80% of requesting local companies help to retain, relocate or expand existing facilities within the Borough to obtain a solution	Expansion and or retention of business in the Borough.	92% success – 24 companies assisted and retained in the Borough, 2 companies relocated, 1 company gone into administration G		N Myers
	Convert redundant rural buildings into commercial use	Conversion of 20 redundant rural buildings into commercial use.	Successful planning applications secured for 7 rural conversion to commercial buildings, further applications pending G		N Myers
Increase incubation and grow-on space to sustain business growth.	Submit funding bids such as the Regional Growth Fund for additional incubation space at the North Colchester BIC. Increase the supply of creative industry workspace in the Borough	Additional Incubation space Increased supply of creative industry workspace.	Regional Growth Funding bid submitted in Rounds 1 & 2 – both bids unsuccessful – majority of RGF funding allocated to assisted areas (<i>only 1 successful bid in the East of England</i>) R N Myers/ F Duhamel		N Myers
Working closely with	Implement agreed activities with the business community such as the	To enable Colchester business organisations	European Union funding secured to help progress the development of the Creative Business Centre although a survey of the garage space found that they were structurally unsound future development options will focus on the main buildings... Creative Strategy launch event in November with the creative industries sector supported by £25K investment from the Haven Gateway partnership to aid delivery. Work underway to determine the optimum business model for the Creative Business Centre G		N Myers
			Colchester Business Group to focus throughout 2012/13 on key business issues effecting their members including skills		

Appendix 2 - Strategic Plan Action Plan for 2011 to 2012

Outcome	Actions	Outputs	Update	RAG	Lead
multiple sections of the business community a range of local initiatives will be delivered to benefit the local economy	Colchester Business Group	to effectively lobby for greater support and assistance for the business community	acquisition, 2012, transport ,digital infrastructure and the creation of a Town Team' for Colchester. G		N Myers
	Actively support campaigns such as National Enterprise Week in November to encourage the growth of self employment and business start up activity	Increased self employment and business start up activity.	Enterprise Team fully supported this initiative using all available communication channels to the business community G		
	Promote Colchester through targeted trade publications using editorial rather than paid for advertising	Increased footfall Increased promotion at less cost	Significant business related editorial generated in local, county, regional and national press and publications including Business in East Anglia, Essex Chamber of Commerce 'Leader' magazine and the Sunday Times. Value if paid for advertorial/advertising would exceed £60,000 G		
	Deliver in partnership a programme of coordinated events	Christmas Lights Colchester in Bloom	3 year contract secured with new supplier (Blachere) resulting in a significant improvement in the quality and impact of the Christmas Lights display. The switch on event attended by 8,500 people generated additional footfall, retail spend and overwhelmingly positive feedback from businesses, residents and visitors. 'Colchester in Bloom (CIB)' has used an annual grant from CBC of £8,000 to deliver the floral displays in the town centre. CIB has secured the prestigious 'Anglia in Bloom' silver award, has encouraged a three-fold increase in entries for the CIB competition and has undertaken extensive outreach work in Colchester schools with teachers and pupils undertaken by the Colchester Schools in Bloom team. Sponsorship and 'in kind' contributions now running in excess of £4,000 a year. G		
	Contribution to other Town Centre initiatives to improve sense of place	Securing Purple Flag accreditation for night time hospitality and entertainment.	'Purple Flag' comprehensive assessment is complete involving many key stakeholders. Application proposed for October 2012 following additional planned engagement activities. G		N Myers

Appendix 2 - Strategic Plan Action Plan for 2011 to 2012

Outcome	Actions	Outputs	Update	RAG	Lead
The skills of the local workforce improved so people are able to compete effectively in changing economic conditions and unemployed residents receive support to return to work	Effectively signpost in collaboration with partner organisations skills, employment and business networking opportunities in the borough	Increased networking opportunities	The CBC 'Business Events' weblink coordinates a comprehensive listing of relevant events and opportunities in the Borough. The weblink has received 2,844 'hits' since its implementation in April 2011 G		N Myers
	Raise the level of awareness and business engagement with University of Essex opportunities such as company placements and internships.	Increased company placements and internships	Promoted through the Colchester Business Group and COLBEA and CBC attendance at the Annual Options Fair on October 31 st . This year University Careers Centre delivered 92 work placements and 85 internships. More local businesses are now expressing an interest in taking on students placements in future years. G		N Myers
unemployed residents receive support to return to work	Work with Job Centre Plus to create additional job clubs across the borough.	Creation of 7 job clubs	Job Centre Plus and CBC have established 7 weekly Work Clubs in Greenstead, St, Michaels, New Town, Shrub End, Highwoods, Barnhall and Stanway; and a fortnightly club for young people. G		M Sterling
	Increase the number of adult learners in 2011-12 as per Life Opportunities Target.	60 adult learners achieved	This target has been achieved with Community Initiatives Officers working with the Adult Community College to identify need for extra courses and arranging community venues. G		M Sterling
unemployed residents receive support to return to work	Adoption of Supplementary Planning Gain proposal to utilise S.106 funding for the provision of training and apprenticeships	Use of S106 funding Additional funding streams	Resulted in securing s.106 funding from the redevelopment of the former Paxmans site to be deployed on projects that generate employment, training and upskilling for local residents. G		N Myers
	Source, bid and secure additional funding streams such as the Work Programme to increase take up of employment and training opportunities in the borough.	Increased apprenticeships & training and increased employment opportunities.	Promoting the new Work Programme prime contractors (Ingeus and Seetec) to the members of Colchester Works! (the local employability provider forum) to support local sub-contracting opportunities; Increased the number of members of Colchester Works! from 30 to 42 to enhance consortium working and bidding; engaging with Jobcentre Plus to maximise bids for Flexible Support Funding for claimant unemployed groups. G		N Myers
unemployed residents receive support to return to work	Support employment opportunities for young people disproportionately affected by unemployment by	External funding secured Recruited to the 7 posts Training and	All four Skills for the Future posts appointed and progressing successfully. Future Jobs Scheme allocation reduced to one post. A funding application is currently with the HLF to establish		

Appendix 2 - Strategic Plan Action Plan for 2011 to 2012

Outcome	Actions	Outputs	Update	RAG	Lead
	employing four, one-year "Skills for the Future" posts and three, six-month Future Jobs Fund posts	development delivered Posts completed	another two such posts. The traineeships been extended to 29 June 2012, with the 4 trainees achieving NVQ Level 3 in Cultural Venue Operations. Two colleagues have achieved NVQ Level 3 in assessing qualifications. One of the trainees has been offered a Fellowship in Collections Management at the University Of East Anglia, which will lead to an MA Museum Studies. G		

Healthy Living

Work and planning have been taking place to celebrate the 2012 Year of Celebration with the Olympics, Jubilee and Tour Series being key events. Partnership working continues to promote participation in healthier lifestyles and activities include free swimming, bodycare, weight loss and smoking cessation support. Our new grant funded Macmillan service has launched to support people and families affected by cancer.

Outcome	Actions	Outputs	Update	RAG	Lead
Increase participation in sport through Improved facilities and promotion of healthy lifestyles.	Work with Garrison Partners (MOD & RMPA) to deliver new clubhouse building at Garrison athletics track Work with Colchester Olympic Partnership to deliver Priority Action Plan for Colchester legacy from the London 2012 Olympic and Paralympic Games	A new building on Abbey Fields for community to use Deliver projects: Walking your Way to the Games Biking your Way to the Games Urban Games Sporting Champions Scheme 2012 Open Weekend activity	Final design agreed, planning permission achieved and building works being tendered by RMPA's project managers. Clubhouse to be built by November 2012. G S Grady Walking Your Way to the Games project has completed 3rd round of Leader led walks. Most recent walk had 60 participants Cycling Your Way to the Games programme continues. Sporting Champions Scheme – 6 athletes with potential to represent Team GB selected to receive grants of £500. 2012 Open Weekend took place with 17 events staged in Colchester (the most in Essex). Approx 300 people attended free taster sessions at CBC sports centres. Sir Keith Mills (Deputy Chair of LOCOCG) visited Colchester during Open Weekend to see activities at Leisure World and Hollytrees. Urban Games took place in August at Leisure World Highwoods G S Grady		
Reduce Obesity in primary school	Work with partners in the NHS to reduce obesity amongst children in the borough Fewer obese primary school children in the areas worst	2011-12 Life Opportunities target for reducing childhood obesity in target areas	Data for this target will be available shortly; but early indications are positive. <ul style="list-style-type: none"> NHS NEE Healthy Weight Strategy launched and initiatives being implemented, with early signs of progress 		

Appendix 2 - Strategic Plan Action Plan for 2011 to 2012

Outcome		Actions	Outputs	Update	RAG	Lead
children in the areas worst affected	affected	Deliver NHS North East Essex-funded swim lessons with priority given to Life Opportunities Target Schools	achieved All children have an opportunity to attain KS2 level of swimming 25m unaided	Very good progress with target schools with all participating in one or more activities, such as free swimming lessons and Bodycare G 4 Life Opps target schools have participated in a 10 week programme of free swimming lessons including transport to and from Leisure World Colchester: Total – 107 children x 10 weeks = 1070 lessons / 6 further schools have participated in the programme Jan – March 2012. Programme will continue in 2012/13 using remaining funding. G		M Sterling
Increase life expectancy and health and wellbeing through smoking cessation.	Work with partners in the NHS to reduce smoking rates in the borough in the areas of highest smoking prevalence		2011-12 Life Opportunities target for increased quitting rates in target areas achieved	Data for this target will be available shortly, but performance mid-year was on target with smoking cessation services concentrating on the target wards and achieving high quit rates. G		M Sterling
Reduce teenage pregnancies	Work with partners in the NHS to reduce the number of teenage pregnancies in the borough		2011-12 Life Opportunities target for reducing teenage pregnancy rates achieved	Data will be available shortly, but this target has been achieved in each of the last 3 years. G		M Sterling
Increase access to dental services for children in the areas with the lowest uptake	Plan and funding in place to Improve access to dental services for children in the areas with the lowest uptake		Agree project plan for work to improve access to dental health with NHS and Children's Centres	NHS North East Essex funded a pilot scheme to improve children's take up of dentals service by providing outreach dentistry in St Anne's and Harbour wards. The initial results were encouraging and are being evaluated by the NHS. G		M Sterling
Support and advice to	Ensure people affected by cancer receive timely advice on accessing		Recruit staff and launch 4-year MacMillan	We have successfully launched our Macmillan service, with staff recruited, outreach clinics opened, and customers being served.		

Appendix 2 - Strategic Plan Action Plan for 2011 to 2012

Outcome		Actions		Outputs		Update		RAG		Lead	
ease wellbeing and strain for those suffering the effects of long term or terminal illnesses		benefits and support services by Launching MacMillan Welfare Service in Colchester and Tendring.		Welfare service		G				M Sterling	
Increased wellbeing of Colchester residents through participation of allotment gardening, community garden projects, horticultural therapy and exercise.		Increase land available for allotments		0.2 hectares of additional land available		It has not been possible to increase the new land available for allotments since April 2011. Additional land was made possible in 2010/11 with the reintroduction of allotment land as an extension to the Bergholt Road, Mile End allotments. R					
		Increase number of allotment holders		15 additional allotment holders		30 new plot holders have taken on plots at Bergholt Road extension and these would have been incorporated in 2010/11 figures. In addition existing plots which become vacant are being halved in accordance with the Allotment Strategy enabling more people to participate in allotment gardening. This has resulted in a increase of 17 additional plot holders since April 2011 G					
		Increase the participation of volunteers to support additional opportunities for exercise and walking activities.		10 additional volunteers		Old Heath Recreation Ground Community Garden ahs been established with a willing and enthusiastic core of local residents participating in healthy activity through the garden project. The Big Garden Project at High Woods Country Park has secured further funding to support its activity of horticultural therapy projects for 2012. G					
Increased quality of products available to Colchester residents.		Encourage and support local food businesses to participate in "Healthy Eating" award scheme.		Increased participation and awards		Currently have increased the participation and number of awards this year G				C Daines	
Improve health,		As Licensing Authority, use a combination of education and		Publicity campaigns around effects of excess		Extensive publicity obtained highlighting the safety and health effects of excess alcohol consumption during the pre-Christmas					

Appendix 2 - Strategic Plan Action Plan for 2011 to 2012

Outcome	Actions	Outputs	Update	RAG	Lead
safety, levels of crime and street scene through reduced levels of consumption and incidents of serious drunkenness.	enforcement initiatives to reduce “binge drinking” by young people.	alcohol consumption. Increased numbers of licence reviews for irresponsible sales.	and New Year festive period, including hard-hitting poster campaign. Improved liaison has been developed with the Police and other relevant responsible authorities. Several changes to licensing laws are being introduced during 2012-13 and these will demand a partnership approach to be taken to enable key issues to be effectively enforced. New Police structure recently implemented and increased input from them into licensing issues already evident through objections to applications for extended hours etc. G	C	Daines
Supports social inclusion and Improvement s in well-being and self-esteem for participants.	Deliver a Heritage Lottery Funded project that provides evidence (through a formal mental health evaluation of heritage courses) that engaging with heritage can lead to improvements in mental health and well being.	External funding secured Participants can evidence improvements to their mental health and well being	An HLF bid was prepared and submitted but was unsuccessful. However, it was possible to secure additional funding from the Museums, Libraries and Archives Council (MLA) to continue the existing work during this financial year. This work is now finished and has culminated in an exhibition at Hollytrees Museum. G	G	P Berridge

Homes for all

Work has continued to deliver more affordable housing, improve temporary and private rented accommodation, complete our decent homes programme and prevent homelessness. However sourcing private rented accommodation with current rental rates is an increasing challenge and new benefit caps are increasing housing challenges.

Outcome	Actions	Outputs	Update	RAG	lead
Better outcomes for those people housed in	Implement the review of Colchester Borough Council's temporary accommodation.	Demolition of Ascott House Works commence on new purpose built temporary accommodation	Ascott House had been demolished and work to build its replacement facility is well underway. G	G	

Appendix 2 - Strategic Plan Action Plan for 2011 to 2012

Outcome	Actions	Outputs	Update	RAG	Lead
temporary accommodation.					M Sterling
The Council has a robust Housing Strategy and the priorities and actions in the Strategy reflect changes to the external and internal environment	Refresh evidence base and consider new opportunities and priorities Complete involvement and consultation work Refreshed strategy and action plan complete and signed off by Portfolio Holder.	A refreshed housing strategy for Colchester.	Refresh of the evidence base for the Housing Strategy has been completed. Housing Strategy Partnership has met and considered new opportunities and priorities and an action plan has been agreed. The refreshed action plan has been consulted on and signed off by the Portfolio Holder. G		T Hinson
The Planning system is used effectively to deliver safe, secure, decent and affordable homes.	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. Maintain and update the Strategic Housing Land Availability Assessment to ensure a 15 year rolling supply of housing sites.	Supplementary Planning Document approved June 2011	Supplementary Planning Document adopted. G		K Syrett
Improved quality of life for Council tenants	Continue the programme of works to Council homes to ensure they meet the decent homes standard.	Annual updates to the Strategic Housing Land Availability Assessment (SHLAA) Targets set for decent homes works to Council properties for 2011/2012 are met, with regular	Strategic Housing Land Availability Assessment updated November 2011. 15 year housing land supply demonstrated. G The Decent homes programme was completed in December 2011 being a year ahead of the deadline. The programme has been robustly managed and completion was reported to Cabinet at its meeting on 30 November 2011 and		K Syrett

Appendix 2 - Strategic Plan Action Plan for 2011 to 2012

Outcome	Actions	Outputs	Update	RAG	Lead
Council homes are more affordable and efficient to heat.	Ensure that the decent homes programme remains on target so that all Council Homes meet the Decent Homes Standard by December 2012.	monitoring and reporting of progress. The programme is robustly managed and remains on target.	confirmed through a summary report to FASP on 6 December 2011 G		T Hinson
Preventing homelessness and provision of cost-effective resolution of housing problems with a decrease in local authority, health and social care intervention	Work to prevent households threatened with losing their homes from becoming homeless by ensuring a pro-active housings options service is administered. Investment in Homelessness Prevention services with voluntary organisations and agreed Service Level Agreements	Prevent 300 households from becoming homeless £60,000 invested Service level agreements signed Performance monitored	Along with the voluntary agencies we fund, we helped 256 households avoid homelessness. This target counts early intervention work such as arranging private accommodation that avoids a formal homelessness application. It has become harder to achieve the target this year as we have found it difficult to source private accommodation with rent levels increasing and benefit rates being capped. R These grants were agreed to prevent homelessness, particularly amongst people to whom the Council does not owe a legal duty. G		M Sterling
Increase in the number of homes available to rent or buy	Enable and support the provision of tenancy support, sustainment and debt advice to tenants by funding tenancy sustainment and Youth Enquiry service. Support housing need through encouragement of the return of empty properties to use by completing and evaluating the Empty Homes Pilot. Rewrite and implement the Empty Homes Strategy to ensure the Council has a robust Strategy which can be used to focus and prioritise action.	Funding in place Signed SLAs Performance Monitoring in place Evaluation Report. Revised Strategy Document Reduced No. of properties on the council tax register empty for over 6 months	This grant funding was agreed and an SLA signed. The outcomes of this work are contributing to our efforts to prevent homelessness. G Empty Homes Pilot, looking at a sample of 30 properties has been completed. In partnership with a local housing association, Colne Housing Society, funding has been secured from the Homes and Communities Agency under their Empty Homes Programme 2012-15. The funding is to help bring back into use two empty homes. G		M Sterling
	Introduce a Landlords Accreditation Scheme.	Accreditation Scheme in place	We are working with Essex County Council to develop an accreditation scheme with 14 districts and boroughs in Suffolk and Essex. The scheme will support private landlords in letting		T Hinson / K Newman

Appendix 2 - Strategic Plan Action Plan for 2011 to 2012

Outcome	Actions	Outputs	Update	RAG	lead
Improved quality and supply of housing in the private sector	Ensure Private Sector Housing in Colchester is safe and secure	Increased enforcement activity: Efficient inspection regime	<p>The Private Sector Housing Team (previously known as Housing Enforcement & Inspection) has been proactive in the identification and inspection of Houses in Multiple Occupation (HMOs) across the Borough and in the Stanway area during the recent Community Day of Action. Specific outputs for the year include: 533 inspections undertaken / 150 homes improved or made decent with health hazards either removed or reduced / 107 inspections made of private homes offered to the Council for Private Sector Lettings schemes aimed at reducing homelessness / 76 formal and informal actions taken in respect of homes deemed below standard / 57 high risk HMOs licensed / 54 homes accredited through the re-launched Student Accommodation Accreditation Scheme / 39 inspections undertaken to support the Council's policy of financial assistance to private homeowners for the purpose of repair and improvement (NB – this figure excludes cases progressed by Swan, the Council's partner Home Improvement Agency) / 5 prosecutions for non-compliance with legal requirements / G K Newman</p> <p>This Forum was successfully launched and bi-monthly meetings have been organised and delivered.</p> <p>The Forum is being well attended by statutory agencies and the third sector and has developed an action plan which includes launching a supported lodgings scheme, and improving the Joint Referral Panels for Young People.</p> <p>G</p>		M Sterling
Improved communication between Young People's housing providers and agencies	Launch and deliver Young People's Housing Forum	Organise and chair 4 meetings			

Appendix 2 - Strategic Plan Action Plan for 2011 to 2012

Reduce, Reuse, Recycle

A food waste trial has been successfully launched and the 'See it, Solve it' approach to dealing with local issues has been implemented by our new one Teams. New technologies alongside new working practices and a changing culture are already seeing rewards and positive customer feedback. Some key projects have been implemented to improve the sustainability of service delivery and reduce energy bills and carbon emissions. Amongst these is the innovative PV Solar Panel project.

Outcome	Actions	Outputs	Update	RAG	lead
Environmental benefits with the diversion of food waste from landfill	Design and implement food waste collection trials	Less waste to landfill and increased recycling/composting percentage	The food waste trial was introduced in selected areas across the borough covering around 7000 households. The trial area was chosen based on mosaic profiling data to give a representative cross section of Colchester. The trial has been successful with participation rates of around 81%. In general feedback has been extremely positive with most residents recognising the benefits of a food waste collection. The tonnage of food waste collected so far through the trial (190t) has increased the recycling figure by 0.4% - this is in line with the 0.8% increase we were anticipating from the trial area over a full-year. Work is now being carried out to assess how the food waste collection could be rolled out to more residents. G		P English
Behaviour change and increased levels of recycling and composting leading to reductions in waste to landfill and environmental benefits.	Design and agree methods to strongly encourage participation in all waste minimisation and recycling schemes & introduce zone action.	Less waste to landfill and increased recycling/composting percentage	Year end information will be analysed in order to establish what improvements have been made and will also feed into our ongoing behaviour change strategy. The draft strategy looks at the most appropriate methods of encouraging behaviour change around rubbish and recycling for different groups. The zone teams are already embedded into their local areas and have started to engage with communities to encourage further recycling. A number of initiatives will be developed during 12/13 to increase recycling and composting. Ongoing performance monitoring will be put in place to understand the impact of the zone teams on recycling rates. G		M Young
	Promote schemes and services to reduce food waste and to recycle food	Combination of information and enforcement initiatives.	Waste oil recycling being promoted and inappropriate disposal being monitored. Continuing to research available services for trade food waste recycling and will look at future options. G		

Appendix 2 - Strategic Plan Action Plan for 2011 to 2012

Outcome	Actions	Outputs	Update	RAG	Lead
Make Colchester is a more sustainable and clean Borough for all those who live, work and a preferred destination for visitors, business location and investment.	packaging and oils from food businesses Implement the key proposals in the Street Care Strategy through the introduction of zoned working	Less visible litter and detritus Removal of fly posting in 24 hrs Abandoned vehicles investigated within 1 working day of report Increase in a variety of targeted enforcement methods Increase in community involvement	The Zone Teams are now fully operational and offer a 'see it solve it' approach to dealing with local issues. The teams are able to put resource into where it is most needed in a specific area. A fundamental part of the zoned working will be the introduction of new task management technology. This will allow for much improved reporting on the number of service requests/reports received and response times. The current systems do not allow for accurate reporting of response times. It is expected that the technology will be operational by summer 2012. The zone teams have made excellent progress increasing community involvement; they have made key contacts within their zones and have carried out a number of community organisation and school visits/presentations. G C Clements		C Daines
A viable and efficient Trade Waste service responsiveness to the needs of its customer with investigation into recycling opportunities	Develop the Trade Waste service and improve its viability	Increase in Trade Waste income	A piece of work has been carried out to understand how the trade waste service can be improved including better records management and expansion of the customer knowledge base. The sorting and separation of trade cardboard collections have assisted with improving the trade income for 11/12. Work has been carried out to raise the profile of the trade waste service, including attendance at business/networking events to take contacts and promote the service. Total number of trade waste customers stands at 885 which is an increase of 2% compared with the previous year. G P English		
More sustainable services that reduce their environmental impact and contribute towards tackling climate change	To deliver the action plan from the Energy Savings Trust (EST) one to one report	Implement the strategic action plan to improve the sustainability of service delivery across the Council.	A number of key projects have been implemented during 11/12 including the Solar PV project, the development of a behaviour change strategy and the adoption of a Sustainable Design and Construction SPD. The overall action plan will be reviewed/developed and re-introduced during 12/13. DECC data shows that between 2005 and 2009 per Capita CO2 emissions in Colchester reduced from		

Appendix 2 - Strategic Plan Action Plan for 2011 to 2012

Outcome	Actions	Outputs	Update	RAG	lead
Less emissions as a result of the delivery of services either in energy consumption or transport	Implement the actions from the Local Authority Carbon Management Programme action plan.	Reduction in carbon emissions of 25% by 2012 based on a baseline of 2006/07	<p>We are waiting for the complete set of energy usage data for 11/12 to calculate the exact CO2 reduction from our fleet and buildings.</p> <p>The latest update is from September 2011 and shows a CO2 reduction of 1715tonnes (to reduce emissions by 25% we must achieve a saving of 2333tCO2 savings by end of 2012).</p> <p>The projects planned through the carbon management programme should achieve the overall target by the end of 2012.</p> <p>G C Dowsing</p>		
More material is taken from the waste stream and diverted for reuse rather than being sent to landfill	Work with voluntary and charitable organisations to promote and enable the reuse of a range of household items and materials	Support is provided by the Council to voluntary and charities willing to engage in the reuse of materials	<p>Work has been carried out to increase the materials collected at kerbside including researching the collection of aerosols as part of the glass & cans collection. More contract work is carried out for housing associations in terms of VOID clearances with an emphasis on re-use and recycle were possible.</p> <p>Working with the frock swap has been positive as well as other charities such as Salvation Army and The Air Ambulance at bring sites throughout the Borough. The introduction of Community Zone Wardens has helped us to engage with local communities to encourage more re-use. This work will further be developed during 12/13 under the behaviour change strategy. G P English</p>		
Increase in environmental behaviours and initiatives led by Schools in their communities Work with Eco schools to progress them through the stages of the national programme	Work with Eco schools to progress them through the stages of the national programme	Targets to be agreed with Portfolio Holder about numbers of schools achieving the various levels (MY/CD)	<p>Work with Eco-Schools has reduced over 11/12 due to post changes following the FSR.</p> <p>The Behaviour Change Strategy has been developed and will cover work with Eco-Schools which will look to diversify what the Council can offer in support of the programme.</p> <p>The zone teams have already started to engage with their local schools and will promote and encourage work around behaviour change and environmental issues. G C Clements/C Dowsing</p>		

Appendix 2 - Strategic Plan Action Plan for 2011 to 2012

Glossary of Terms

ABCs	Acceptable Behaviour Contracts
AH SPD	Affordable Housing Supplementary Planning Document
APG	Area Planning Group
ASB	Anti Social Behaviour
A2	Change of use planning permission: A2 Financial and professional services - Financial services such as banks and building societies, professional services (other than health and medical services) including estate and employment agencies and betting offices
B1	Change of use planning permission: B1 Business - Offices (other than those that fall within A2), research and development of products and processes, light industry appropriate in a residential area
B8	Change of use planning permission: B8 Storage or distribution - This class includes open air storage
BIC	Business Incubation Centre
CBSSP	Colchester - Blackwater School Sport Partnership
CCYPSP	Colchester Children and Young People's Strategic Partnership
CIL	Community Infrastructure Levy
CLG	Communities and Local Government (Department of)
COPD	Chronic obstructive pulmonary disease
CSN	Community Sport Network
CSC	Customer Service Centre
CSWs	Community Street Wardens
CTPC	Colchester Travel Plan Club
DARG	Drug and Alcohol Reference Group
DASTS	Delivering a Sustainable Transport System
DPDs	Development Plan Documents
ECC	Essex County Council
EEl	East of England International
East of England IDB	East of England IDB Ltd (EEIDB) is a joint venture company
EELGA	East of England Local government Association
ERDF	European Regional Development Fund
ESOL	English for speakers of other languages
EST	Energy Savings Trust
FSR	Fundamental Service Review

Appendix 2 - Strategic Plan Action Plan for 2011 to 2012

HCA	Homes and Communities Agency
IDeA	Improvement and Development Agency now Local Government Improvement and Development
JSA	Job seekers allowance
LAA	Local Area Agreement
LEA	Local Education Authority
LDF	Local Development Framework
LOCOG	London Organising Committee of the Olympic Games
LSP	Local Strategic Partnership
LTP3	Local Transport Plan
MIB	Members Information Bulletin
MOD	Ministry of Defence
MUGA	Multi Use Games Areas
NAP	Neighbourhood Action Panel
NAR	Northern Approaches Road
NEE	North East Essex
NHS	National Health Service
NHS Masterplan	North Station Masterplan
NVQ	National Vocational Qualification
PCT	Primary Care Trust
PFH	Portfolio Holder
P & R	Park and Ride
PRDP	Policy Review and Development Panel
QR	Quick Response
QTP	Quality Taxi Partnership
RMPA	Royal Military Police Association
SHLAA	Strategic Housing Land Availability Assessment
SLA	Service level Agreement
SPD	Supplementary Planning Document
SSP	Schools Sport Partnership (
TCHS	Transforming Colchester's Housing Service(Fundamental Service Review)
T & F	Task and Finish

Appendix 3 - Strategic Plan - Action Plan for 2012-2013

Colchester Borough Council's Strategic Plan for 2012-2015 has set out an overarching vision for the borough:

Colchester, the place to live, learn, work and visit

Within this, there are a number of broad aims:

Colchester as a vibrant borough with a bright future wants to be known for:

- Leading for the future
- Creating opportunities for all its residents
- Inspiring and innovating
- Being cleaner and greener
- Listening and responding.

This Strategic Plan 2012 - 2015 also has a number of priority areas and outcomes to be achieved in two categories as below:

Leading our communities	Delivering high quality, accessible services
<ul style="list-style-type: none"> • Regenerating our borough through buildings, employment, leisure and infrastructure • Improving opportunities for local business to thrive including retail • Giving local people the chance to improve their skills • Promoting sustainability and reducing congestion • Showing tolerance and changing behaviours to create better local communities • Supporting tourism, heritage and the arts • Bringing investment to the borough • Working in partnerships to help tackle health and crime issues. 	<ul style="list-style-type: none"> • Delivering an efficient benefits service • Reducing, reusing and recycling our waste • Providing more affordable homes across the borough • Improving our streets and local environment • Tackling anti-social behaviour and using enforcement to support priorities • Enabling local communities to help themselves • Supporting more vulnerable groups • Providing sport and leisure for all, alongside good quality green spaces and play areas • Engaging with the voluntary sector.

Each of these has actions and outputs which are included in an annual Action Plan – see following pages for more information about the Action Plan for 2012 - 2013, and for an update on the progress being made to achieve these outcomes.

Appendix 3 - Strategic Plan - Action Plan for 2012-2013

Delivering high quality, accessible services

This section is about actual delivery of direct services either through our own Council resources or using others to provide services.

Outcome		Actions	Outputs	Lead
Delivering an efficient benefits service.	Continuous improvement through review of Fundamental Service Review outcomes, including monitoring of performance indicators and development of phase 2 Business Case.	<ul style="list-style-type: none"> Review report by June 2012 Monitoring of performance indicators Phase 2 Business Case by Nov 2012. 	Ian Blofield	
Reducing, reusing and recycling our waste.	<p>Shrub End Depot Tender process to provide improvement, income, efficiencies and partnership working opportunities</p> <p>Implement recycling educational activities and progress Section 46 adoption</p> <p>Introduce plastic recycling collections from flats.</p>	<ul style="list-style-type: none"> Contract agreed with successful Bidder and Depot Improvement Plan agreed Household waste reducing and recycling and composting rates increasing Improve recycling rates. 	Matthew Young	
Providing more affordable homes across the borough.	<p>Use our own land and assets to facilitate the building of new affordable housing.</p> <p>Implement Colchester's Local Development Framework to seek 35% of all new homes to be affordable on sites with 3 or more homes in rural areas and 10 or more in urban areas.</p> <p>Ensure the Housing Trajectory demonstrates a 15 year supply of housing sites including a 5 year supply of deliverable sites</p> <p>Undertake a range of measures to bring empty homes back into use.</p>	<ul style="list-style-type: none"> 400 new affordable homes to be built in the next 3 years. Qualifying sites achieve 35% of affordable housing and total number of homes secured. Market housing can be delivered to help secure affordable homes 270 empty homes bought back into use over the next three years. 	Gareth Mitchell / Beverley Jones	
Improving our streets and local environment.	<p>Improved street cleanliness and shift resources to enable improvement of response times to environmental and cleanliness issues.</p> <p>Enable Community Ownership to facilitate communities taking an active role in keeping their local environment clean, tidy and loved.</p>	<ul style="list-style-type: none"> Street Sweeping timetable reduced from 8 weeks to 6 weeks turnaround More staff trained to deal with environmental issues. Days of action delivery Key Zone performance indicators demonstrate improvement 	Matthew Young / Beverley Jones / Lucie Breadman	

Appendix 3 - Strategic Plan - Action Plan for 2012-2013

Outcome	Actions	Outputs	Lead
	Air Quality – develop and maintain strategic partnerships (Essex County Council, Bus and Rail operators) to deliver improvements in air quality and sustainable transport infrastructure.	<ul style="list-style-type: none"> • Air Quality Supplementary Planning Document (SPD) • Commence work on Draft Air Quality Action Plan (formally due in 2013-14) • Air Quality further assessment • Agreement with partners in respect of shared responsibility. 	Beverley Jones
Tackling anti-social behaviour and using enforcement to support priorities.	Achieve Purple Flag accreditation, thereby recognising excellence in the management of town centres in the evening and at night, and to raise standards and improve the experience of Colchester town centre after dark.	<ul style="list-style-type: none"> • Undertake research on Colchester's Night Time Economy during 2012. • Make application for Purple Flag status 	Gareth Mitchell / Lucie Breadman/
	Focus and continue work with partners to deal with anti-social behaviour in its widest sense. This includes issues relating to noise, graffiti, litter, dog fouling and so on as well as more traditional anti-social behaviour, with the emphasis on behaviour change rather than just enforcement.	<ul style="list-style-type: none"> • Shift resources to enable a targeted approach to enforcement and increase staff able to investigate and issue Fixed Penalty Notices • Delivery of shared Anti-Social Behaviour team with Colchester Borough Homes 	Beverley Jones/ Matthew Young
	Work with local communities to reduce anti-social behaviour and promote pride.	<ul style="list-style-type: none"> • 3 Days of Action delivered in various wards each year. 	
Enabling local communities to help themselves.	Enable communities to develop new facilities such as community centres, sport and recreational facilities.	<ul style="list-style-type: none"> • Use of S106 Funding for community developments • Develop a plan in conjunction with Sport England to provide leisure facilities and activities in North Colchester in response to local need. 	Lucie Breadman
	Zone Teams identify and engage with formal and informal community groups within the borough.	<ul style="list-style-type: none"> • Community-led activities taking place in addition to planned and reactive service delivery. 	Matthew Young
Supporting more vulnerable groups.	Work with partners in the voluntary sector and sub-region to provide new specialist support services to prevent households becoming homeless.	<ul style="list-style-type: none"> • Funding and agreement about new service level secured. • Monitoring of existing performance indicators. 	Lucie Breadman

Appendix 3 - Strategic Plan - Action Plan for 2012-2013

Outcome		Actions		Outputs		Lead
	Support and develop skills within vulnerable groups in respect of confidence and assertion to support independent living and safety.		<ul style="list-style-type: none"> • 'No cold caller' zones • Skills training to assist vulnerable individuals • 'Crucial Crew' programme. 			Beverley Jones
	Support and contribute to the Essex Families Pilot aimed at working with partners to support vulnerable families		<ul style="list-style-type: none"> • Prototype approach agreed • Targets agreed across partner agencies. 			Ann Hedges
Providing sport and leisure for all, alongside good quality green spaces and play areas.	Develop a sport and leisure service that embraces new technology and responds to customers' needs in order to improve access to services so that sports participation is increased.		<ul style="list-style-type: none"> • Extension of the Activa Gym at Leisure World Colchester • Capacity for customers to book sport and leisure activities online introduced • Capacity for customers to self-serve at Leisure World Colchester introduced • 'MyLeisureWorld' card introduced 			Lucie Breadman / Matt Sterling
	Enable communities and work with partners to deliver better open spaces and leisure facilities.		<ul style="list-style-type: none"> • New Clubhouse facility at Abbey Field • Review of Old Heath Recreation Ground • Visitor attractions at High Woods Country Park. 			
	Work with local sports clubs, leisure providers and other partners to deliver projects that build on the energy and excitement resulting from the 2012 Olympic and Paralympic Games.		<ul style="list-style-type: none"> • 500 participants in 30 'come and try' sessions. 			
Engaging with the voluntary sector.	Transfer the management of assets and services to the voluntary sector where this can achieve improved services and efficiencies.		<ul style="list-style-type: none"> • Transfer the management of Abbots Community Centre, and the ex-Garrison gymnasium building. 			Lucie Breadman/ Matt Sterling
	Work with the voluntary sector to address strategic issues, support communities and groups and further strengthen partnerships.		<ul style="list-style-type: none"> • Delivery of Voluntary Sector Summit by March 2013 • Creation of community awards grant pot for administration by the voluntary sector for community awards of up to £200. 			

Appendix 3 - Strategic Plan - Action Plan for 2012-2013

This section of the action plan is about influencing others in a range of functions where the Council does not have direct responsibility for delivery, but knows these things are vital to the future of the borough and its residents.

Outcome	Actions	Outputs	Lead
Regenerating our borough through buildings, employment, leisure and infrastructure	Support the delivery of the key regeneration sites, and bring back existing buildings into use including stalled sites to deliver new homes and jobs.	<ul style="list-style-type: none"> • Completion of new hotel and new retail in the St Botolph's Quarter • Planning consent achieved for Phase 2 of the St Botolph's Quarter, providing new homes and retail opportunities • Support the delivery of Greyfriars Hotel and East Hill House conversion • Development of the first Phase of the Severalls site • Delivery of a Masterplan for the Cuckoo Farm South / Northern Gateway to deliver new leisure facilities and jobs including development of a hotel, health and fitness centre and associated retail • Adoption of Supplementary Planning Document for North Growth Area Urban Extension • Consider for approval a planning application for North Growth Area Urban Extension. 	Gareth Mitchell / Bev Jones
Improving	Bring forward the regeneration of key areas in the borough to provide enhanced community facilities and infrastructure, including public spaces by working in partnership with the public and private sectors.	<ul style="list-style-type: none"> • Completion of Transcoast project delivering new pontoons and community benefits • Creation of a new public park within the Maltings Development • Creation of a Masterplan for the Coldoc / Fieldgates sites • Complete Town Station (Oyster) Square and Berryfield extension to transfer the outside play area back to St Thomas More school as per the legal agreement. • Securing a minimum of 6,000ft² of flexible 	Gareth Mitchell / Bev Jones
	Implement key projects within the Better Town Centre		Gareth

Appendix 3 - Strategic Plan - Action Plan for 2012-2013

Outcome	Actions	Outputs	Lead
<p>opportunities for local business to thrive including retail.</p>	<p>Programme Plan, including delivery of the new Creative Business Centre providing flexible work space and network and business support facilities for a priority growth sector.</p>	<p>workspace and business support facilities creating up to 100 onsite and offsite jobs</p> <ul style="list-style-type: none"> • Planning consent achieved for Vineyard Gate Shopping centre 2013-14 • Undertake a distinctiveness audit of the town centre, independent retailers and leisure businesses whose workspace adjoins the Town Wall, and seek external funding up to £300,000 to deliver the resulting programme to promote heritage and independent retailers. • Adoption of Town Centre Supplementary Planning Document • Delivery of superfast broadband (50Mbps) and mobile connectivity (10 Mbps) by end 2013. 	<p>Mitchell</p>
<p>Giving local people the chance to improve their skills.</p>	<p>Deliver the Colchester Digital Strategy.</p> <p>Develop local networks and business support to enable Colchester businesses to start up and to grow.</p> <p>Work with the Adult Community College and Job Centre Plus to increase the number of residents with skills for work by providing extra courses in community venues.</p> <p>Reduce the number of young people aged 18 to 24 in the borough who are not in employment, education or training (NEET).</p> <p>Increase the take-up of Apprenticeships in the borough.</p>	<ul style="list-style-type: none"> • Provide a virtual 'one stop shop' for business support, networking and procurement opportunities by end 2013. • 7 Work Clubs with Job Centre Plus operating throughout the borough • Deliver work-focused training for 50 people. • Work with Essex County Council to deliver 30 'paid work experience' placements for young people in the NEET group by 31 March 2013 • Working with Colchester Institute and BCT Consortium to secure 150 Apprenticeships by 31 March 2013. 	<p>Gareth Mitchell / Lucie Breadman</p>

Appendix 3 - Strategic Plan - Action Plan for 2012-2013

Outcome	Actions	Outputs	Lead
Promoting sustainability and reducing congestion.	Support the reduction of unnecessary traffic in the town centre. Use the public realm strategy to develop as package of measures to enhance the vitality and economic prosperity of the area.	<ul style="list-style-type: none"> Implement scheme to improve public transport access and reduce traffic in the High Street as part of the better town centre project Secure funding to move forward streetscape and public realm enhancements in the town centre Improvements in air quality. 	Gareth Mitchell / Matthew Young
	Develop with Essex County Council the sustainable transport infrastructure for the North Colchester Connectivity corridor.	<ul style="list-style-type: none"> Commence construction of 1,000-space Park and Ride facility at North Colchester Approve a solution for bus priority in the North Station Area through to the town centre Prepare for the delivery of the NAR2 Rapid Transit Corridor. 	
	Deliver Travel Change Behaviour programmes with transport providers to help address congestion and air quality.	<ul style="list-style-type: none"> Businesses and major organisations engaged to increase the use of public transport, walking and cycling. Assessed through the bi-annual survey Transport strategies containing a set of proposals to address issues in North Colchester, Stanway and commence preparation a draft for the Eastern Approach's. 	
	Review Nottingham Declaration strategy and develop a new Environmental Sustainability Strategy for the borough.	<ul style="list-style-type: none"> A new strategy that will include a plan to encourage action or deliver projects to mitigate or adapt to the impacts of climate change, fuel scarcity and cost. 	Matthew Young
Showing tolerance and changing behaviours to create better local	Work with partners to successfully introduce a new integrated offender management programme to reduce repeat crime.	<ul style="list-style-type: none"> Support partners to develop the new programme and then introduce it. 	Lucie Breadman/ Matthew Young
	Develop and agree a service level agreement with the Probation Service to enable positive use of the Community Payback scheme	<ul style="list-style-type: none"> Service level agreement in place and Individual placements occurring. 	

Appendix 3 - Strategic Plan - Action Plan for 2012-2013

Outcome	Actions	Outputs	Lead
communities.	<p>To promote tolerance and work with partners and communities to meet the diverse needs across the borough, and consider equality and diversity implications in our policies on those with protected characteristics*.</p> <p>(*age, disability, gender, race, religion and belief, pregnancy and maternity, marriage and civil partnership, sexual orientation and gender reassignment – Equality Act 2010).</p>	<ul style="list-style-type: none"> • Equality Impact Assessments • Support and participation in voluntary and diversity groups across the borough • Resource Equality and Diversity expertise • Zone working principles focusing on local needs • Policy Review and Development Panel annual report. 	Gareth Mitchell / Beverley Jones
Supporting tourism, heritage and the arts.	<p>Work with tourism partners and local tourism businesses to increase the economic impact of tourism in the borough.</p> <p>Work in partnership with Colchester Arts Centre, firstsite, the Mercury Theatre and the Museum Service to provide leadership and support to deliver the Creative Colchester strategy and increase skills, jobs, community development and forge new links between cultural, creative, tourism and hospitality sectors.</p>	<ul style="list-style-type: none"> • Increase the annual number of trips to the borough by 500,000 from 4.7m to 5.2m by 31 March 2013 • Increase annual visitor spend in the borough from £224m to £230m by 31 March 2013 • Increase the number of people employed in tourism from 3,910 to 4,100 ('full-time equivalent' by 31 March 2013. • Deliver identified priorities within the Action Plan • Further resources secured to implement the strategy. 	
Supporting tourism, heritage and the arts	<p>Castle re-development project with associated interpretation of wider heritage in the borough to deliver increased visitor numbers and converting day visitors to overnight/weekend stay visitors.</p> <p>Work in partnership with key local interest groups and individuals, Heritage Groups, representatives and English Heritage to develop a Heritage Strategy and associated action plan.</p> <p>Work with Invest Essex to promote the Colchester offer and attract inward investment into the borough.</p>	<ul style="list-style-type: none"> • Deliver Castle redevelopment project (end of 2012/13 through to 2013/14) • Develop and maintain delivery mechanisms for improvement and maintenance of our heritage assets across the borough. • Target 20 companies in key growth sectors to secure additional investment in the borough in excess of £1m. 	Beverley Jones
Bringing investment to the borough.			Gareth Mitchell

Appendix 3 - Strategic Plan - Action Plan for 2012-2013

Outcome	Actions	Outputs	Lead
<p>Working in partnerships to help tackle health and crime issues.</p>	<p>Work with the Integrated County Strategy and Haven Gateway Partnerships to secure the infrastructure investment identified in Colchester's Local Investment Plan.</p> <p>Work with our partners on the Safer Colchester Partnership to agree a partnership plan to reduce crime and support the Neighbourhood Action Panels.</p> <p>Develop partnership with Essex Probation Service.</p> <p>Work with ECC to improve health by reducing smoking rates and childhood obesity and continue joint working between EEC, Environmental Health and Sport & Leisure to coordinate and integrate our public health work with the wider agenda and the Public Health Outcomes framework.</p> <p>Support and contribute to the Essex Regulatory Service Partnership to deliver efficient responses to environmental crime in partnership with Essex Authorities, ECC Trading Standards, Essex Police and the Fire Service.</p>	<ul style="list-style-type: none"> • Secure funding from Growing Places Fund, Integrated County Strategy investment fund, Europe, private sector partners and other sources for key projects. • Plan agreed by Safer Colchester Partnership. • Neighbourhood Action Panel meetings and action plan progression. • Develop Service Level Agreement including regular work programme for Community Payback groups • The first Individual Placements agreed for Colchester Borough Council. • Life Opportunities health targets agreed and achieved. • Intelligence Database – delivery and then using it to increase efficient delivery of services • Flytipping – SMARTWATER initiative and increased use of stop-checks. 	<p>Lucie Breadman / Beverley Jones/ Matthew Young</p>

