

Strategic Overview and Scrutiny Panel

Grand Jury Room, Town Hall
13 December 2011 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)

1. 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.
2. 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.
3. To link the Council's spending proposals to the policy priorities and review progress towards achieving those priorities against the Strategic / Action Plans.
4. To scrutinise executive decisions made by Cabinet or Cabinet Member, the East Essex Area Waste Management Joint Committee, 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.
5. 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.
7. 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
13 December 2011 at 6:00pm**

Members

Chairman : Councillor Andrew Ellis.
Deputy Chairman : Councillor Dennis Willetts.
Councillors Kim Naish, Gerard Oxford, Colin Sykes,
Nigel Chapman, Nick Cope, Bill Frame, Theresa Higgins and
Will Quince.

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

To confirm as a correct record the minutes of the meeting held on 29 November 2011.

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

9. Decisions taken under special urgency provisions

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

10. Half Yearly Performance report 6 - 51

See report from the Head of Corporate Management.

11. 2012/13 Revenue Budget and Financial Reserves 52 - 71

See covering report from the Scrutiny Officer together with the 2012/13 Budget report from the Head of Resource Management.

12. Strategic Plan 2012-2015 72 - 96

See report from Mrs. Ann Hedges, Executive Director.

13. Work Programme 97 - 99

See report from the Scrutiny Officer.

14. 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

29 NOVEMBER 2011

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

Substitute Member :- Councillor Philip Oxford for Councillor Gerard Oxford

Also in Attendance :- Councillor Lyn Barton
Councillor Nick Barlow
Councillor Henry Spyvee
Councillor Anne Turrell

20. Minutes

The minutes of the meetings held on the 11 October 2011 and 25 October 2011 were both confirmed as a correct record.

Councillor Kim Naish (in respect of being a former business owner in the St Botolphs area) declared a personal interest in the following item pursuant to the provisions of Meetings General Procedure Rule 7(3)

21. Review the Council's ongoing regeneration programme for St Botolphs Quarter in the Town Centre

Councillor Lyn Barton, Portfolio Holder for Renaissance, Ms. Lindsay Barker, Head of Strategic Policy and Regeneration and Ms. Fiona Duhamel, Regeneration Programme Manager all attended the meeting for this item, a review of the progress of the Council's investment in the St Botolph's regeneration project.

Councillor Barton introduced the review of the St Botolphs Quarter regeneration review saying the presentation would provide members with an update on the individual projects within the St Botolph's regeneration project. Councillor Barton said the regeneration continued at pace despite the continued economic downturn. Councillor Barton mentioned the Better Town Centre Programme that allowed the St Botolph's project to be seen in a wider context, providing a linkage to other adjoining areas and projects.

Presentation

Ms. Duhamel said the St Botolph Quarter (SBQ) regeneration project formed part of the Better Town Centre Programme (BTCP) that was set up eighteen months ago. The BTCP has nine themes with all regeneration projects in the town centre linked through these themes.

Progress on the individual parts of regeneration within the SBQ are as follows;

Greyfriars - Planning consent had been granted for Greyfriars to be converted to a 40 bedroom boutique hotel, providing refurbishment to a key heritage building and providing a much needed hotel to the SBQ and wider town centre.

East Hill House – The house is to be converted to a fine dining restaurant. Planning and English Heritage discussions are ongoing with a planning application due in the spring of 2012 and a final legal agreement for the transfer of land adjacent to Lewis Gardens underway to Scott Developments.

Queen Street hotel and retail units – There are plans for a 97 bed hotel and 9,000 square feet of retail units. The legal process is underway and due for completion by December 2012. The Planning Application is due this coming January, with demolition in the summer of 2012 and completion and opening of hotel in November 2013. This development will be achieved with £8m of private sector investment.

Public Realm including Berryfield Park – A new public square has been created that provides improved pedestrian links, improved soft landscaping, with important green space brought back into use. The total cost of £1.7m has been funded mainly through external monies. This work was completed in July 2011.

Creative Business Centre – The Old Police Station was acquired in 2010 for redevelopment as the Creative Business Centre. The redevelopment will be a significant task due to the state of the building and an ongoing process initially using European funding secured and growth point monies. There has been a significant demand for space from the sector even before the buildings are complete and work continues on a management strategy for this building and the public realm.

Magistrates Court – Works are due to complete at the end of March 2012. This has been a £30m investment by the Courts Service, with the new courts replacing those which currently exist in Harwich and Colchester.

St Botolph's Priory – 2010 saw the creation of an accessible footpath from Priory Street to Britannia Car Park, with activity space, a relocated war memorial and new tree planting and seating areas all funded by growth point monies.

Town Station Square – A Planning application will be submitted in December 2011, with work due to start on site in February 2012. This development will be funded entirely through S106 monies, with the new square to be managed by the train operator.

Vineyard Gate – Discussions are ongoing with developers regarding a smaller scheme which is more viable in the current economic climate. The proposed scheme does not include Osborne Street Car Park or Gala Bingo. Ms. Duhamel said once more information on this scheme becomes available it would be presented to Cabinet.

Historic Town Centre Improvements – This scheme is a joint Essex County Council and Colchester Borough Council traffic management scheme to consider the removal of unnecessary traffic and improve the pedestrian and cycle experience. The aim is to provide more reliable public transport for residents and visitors and imminent Traffic Regulation Orders will provide for buses, taxis, cycles and motorcycles only in North

Hill and High Street. Improvements to bus stops and flags was completed in 2011, and the scheme will be funded with an initial £550,000 of monies coming from Haven Gateway Growth Point.

Osborne Street Bus Station – The detailed design work is ongoing to ensure the relocation of the bus station from the existing site to Osborne Street. Testing has proven successful and there is positive dialogue with the bus operators. The works are scheduled to be completed by the autumn 2012.

Future Projects – Feasibility work continues in respect of potential housing sites such as Britannia Car Park, phase 2 of the Queen Street Hotel and retail outlets development area including plans for new homes and a new European funding bid Agora, is being prepared for submission in January 2012 which seeks to revitalise the independent shopping areas in the town.

General discussion

Councillor Willets thanked officers for an interesting presentation. In response to Councillor Willets enquiry about the 2005 Master Plan, Ms. Duhamel said the current regeneration programme had not moved significantly away from the Master Plan. The creative quarter was still taking place, but in bite size chunks due to the economic downturn. Smaller projects are being achieved. Ms. Duhamel said the Master Plan did not have timescales and therefore it is difficult to monitor progress in terms of time. A Project Management List is maintained and managed by the Regeneration team.

Ms Barker said car parking was a future issue, with a number of Council services working together to provide solutions. Essex County Council with CBC will model parking and patterns, and the information will identify under use as well as parking pressures. The new park and ride scheme will be an important factor in reducing town centre traffic, alleviating town centre parking, and the redeveloped town centre railway station and the Hythe Station was allowing more people to access the town centre by train. The area behind the Magistrates Court could, if proven to be viable, provide a car park opportunity and is being considered but will only be taken forward if sufficient demand. Cllr Lyn Barton said there was a delicate balance in reducing congestion, whilst encouraging local people and visitors to access the town centre in different ways. Improved parking, public transport and access to other forms of travel will all help achieve this aim.

Ms. Duhamel said the town centre improvements are about making the area a vibrant and pleasant area to visit and access other areas of the town centre. In regards to Queen Street / St Botolphs Street, whilst it was accepted that only the east side would benefit directly from the regeneration of the SBQ, over a period of time the improved area should bring about wider changes. As the SBQ becomes more active and vibrant the owners of businesses to the west side will see the benefits to redeveloping and revitalising this side of both streets, with some changes already underway.

Councillor Frame thanked officers for the presentation that helped enormously in understanding the whole project and defining the area. Councillor Frame asked that ward councillors would be involved at future planning stages. In regards to the area of

the existing bus station, Ms. Duhamel said this would be divided into two parts, one (representing circa two thirds of the area) would be transformed into open space as part of an extension to Berryfield Park, and the second part (representing one third of the area) will form phase II of the SBQ development that is likely to include new residential and more shops. Ms. Duhamel also confirmed that she understood development of Greyfriars had currently paused whilst approval is sought for further minor alterations to the approved plans.

Councillor T.Higgins said ward members should be informed of changes and developments on regeneration. In response to Councillor Higgins, in respect to parking and public transport travel, Ms. Duhamel said for the foreseeable future there are no plans to change the use of the Priory Street Car Park other than making it an improved facility with better pedestrian access to the SBQ. Ms. Duhamel confirmed the Vineyard Car Park does form part of the redevelopment of this area. With regards to the Britannia Car Park, all options are to be considered in terms of access and future redevelopment.

Councillor Higgins made a plea for the residential and short-term parking in the St Johns Green area to be examined. Ms. Barker said she would pass Councillor Higgins comments to the Head of Street Services.

Councillor Chapman thanked officers for the excellent presentation. In response to Councillor Chapman in regards to pedestrian access from the south of Colchester to the SBQ / town centre, Ms. Duhamel said officers are working with Essex County Council, to provide proper links to these areas via an improved St Botolphs roundabout using money from S106 Garrison development funds. Ms. Duhamel confirmed that discussions are ongoing.

Ms. Barker responded to Councillor Chapman, explaining that officers are aware of the issues for the Priory Street Residents Association and in terms of Licensing, the 'stress area' around Priory Street. Officers are monitoring the busy 'Night Time Economy' areas such as around Priory Street and this is being fed into the overall plan of redevelopment.

Councillor Quince thanked officers for an excellent presentation. In response to Councillor Quince and in regards to Greyfriars, Ms. Duhamel said the Greyfriars car park development is in two parts. The largest part will remain a parking area, whilst the smaller car park will form annex facilities for the hotel in due course

In response to Councillor Sykes, Ms. Barker said firstsite was the catalyst for the redevelopment of the SBQ area, central to the regeneration. So far as hotels in the area, a comprehensive study of hotel capacity was undertaken and subsequently updated, and officers are absolutely confident the types of hotels being developed are what Colchester needs, and a significant way forward to meeting future capacity needs. Ms. Duhamel said developers have confirmed to them that firstsite was the reason for them investing in the area and its future potential. Ms. Duhamel said the Osborne Street/Stanwell St Bus Station would replace the existing bus station, with similar but improved facilities. It is then hoped over time with further funding being secured the facilities can be improved including with real time bus information

displayed around the town centre. Modelling confirmed that the new bus station area will cope with current and future bus movements, but Essex County Council will only close the current station once the new station is fully operational.

Councillor Ellis thanked officers for their excellent presentation, saying the discussions would help members feel more positive about the outcome of the regeneration of the SBQ, and asked officers to consider opening the presentation out to a broader session for all members.

RESOLVED that the Panel thanked Councillor Barton and officers for attending the meeting, providing an excellent presentation and for full and positive responses to questions from the Panel.

22. Work Programme

RESOLVED that the Panel considered and noted the Work Programme.

13 December 2011

Report of	Head of Corporate Management	Author	Lucie Breadman 📞 282726
Title	Half yearly Performance Report including progress on Strategic Plan Action Plan		
Wards affected	'Not applicable'		

The Panel is invited to consider the performance report for the period up to end of September 2011 (which includes progress of our Performance measures and an update of progress of the Strategic Plan Action Plan).

1. Action required

The panel is asked to consider / comment upon the combined performance update, as at Appendix 1, for the period up to the end of September 2011 in relation to our key performance measures and progress update of the Strategic Plan Action Plan (SPAP) as at Appendix 2.

2. Reason for scrutiny

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

3. Background information

The council has agreed a number of key performance areas which it uses as part of its Performance Management Framework to help monitor progress and improvement. This report provides an update of our indicators along with a half yearly review of progress against our Strategic Plan Action Plan (SPAP). (See Appendix 1 & 2 attached).

4. Performance Summary

- This Q2 Performance Report will be reported to Cabinet on 25 January 2012.
- Our overall basket of organisational performance measures shows that 65% of indicators are forecast to meet year end targets, 17.5% are showing amber alerts and as such are being monitored closely. 17.5% of our indicators are red, or forecast to not meet year end expectations.
- Monitoring of the actions within our Strategic Plan Action Plan shows that in summary 85% of the actions are currently progressing on target with 14% at risk and only one action report as not likely to be achieved.
- The council has also received a number of awards and accreditations highlighted at the end of appendix 1.

5. Strategic Plan references

This report provides an update of progress against the Strategic Plan Action Plan (SPAP) developed to support the delivery of the Councils agreed Strategic Plan Priorities.

6. Consultation

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

7. Publicity considerations

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

8. Financial implications

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

9. Equality, Diversity and Human Rights implications

Thus progress and improvement of these and many of the actions within the Strategic Plan Action Plan (SPAP) support our aims of improving the lives and services for everyone in the Borough. Where required, specific Equality Impact Assessments will exist for policies and activities rather than individual performance indicators or actions.

10. Community Safety implications

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

11. Health and Safety implications

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

12. Risk Management implications

We aim to deliver against the National Indicators, our local indicators and the SPAP as both form a key part of our performance framework and expectations around delivery of our priorities to the residents of Colchester Borough.

Background Papers

Not applicable.

1. Performance Summary

The Council agreed a number of key performance areas for 2011/12 which are used as part of the Performance Management Framework to help monitor progress and improvement. This report provides a summary of our position at the end of Quarter 2, the half year stage. 66% (15) of our measures are green, 17.5% (4) amber and 17.5% (4) red. Comparisons year on year are difficult given the extent of change in the old and new basket of indicators.

Housing performance stands out as having the most challenging half year position but overall the areas with red alerts are perhaps not surprising given the pressure on resources, service changes and up surge in activity. Improvement work is in place.

Following consultation with the portfolio holder one indicator has been removed from the set - KSI Housing -Reduce Decent Homes Gap. This was a voluntary local target agreed as part of our Life Opportunities partnership working. Having improved 12 homes in the target area using grants funded by the NHS, further progress has stalled with our Home Repair Loans not attracting take-up. With further external funding to be able to offer grants unlikely in the current economic climate, this target has been cancelled.

On a very positive note planning performance has had an excellent start to the year with performance in all areas exceeding targets set.

Strategic Plan Actions:

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 to this report provides a table with all the current actions (totalling 117) and their performance. In summary (100) 85% of the actions are currently progressing on target with (16) 14% at risk and one action that is not likely to be achieved. There is also a summary of each priority area in section 6 below.

Alert Explanations

Green The indicator is meeting performance expectations to date or as forecast to the next reporting period.
Amber The indicator is not meeting performance expectations to date. There are mitigating circumstances in most cases and improvement is likely but risks are being flagged in regard to this indicator.
Red The indicator is not meeting performance expectations to date and/or is unlikely to improve by year end, forecast is that its very unlikely that the targets set will be achieved.

2. Progress of our Resources and Organisational Key Indicators

We are on target or exceeding targets in six of our eight Resources and Organisational Indicators. The only red indicator in this section is days lost to sickness which is being monitored closely. It is not unusual to see an upward trend in times of great change but with access to good breakdown data, a new policy, management training and close monitoring we are working hard to improve the performance. Our budget position remains a challenge and is flagged as Amber, but again this is a position that is being closely monitored and activity within services to identify further efficiencies or income opportunities continues to be a priority.

Indicator	Target 2011/12	Performance April – Sept 2011	RAG	Service Comments
KI R1 % Council Tax collected	98.5%	63.8%	G	Performance accumulates up to target by year end. Currently above target but continues to be challenging due to the effects of the economic climate and an increase in requests to pay Council Tax later in the year rather than earlier.
KI R2 % NNDR Collected	98.5%	64.8%	G	Performance accumulates up to target by year end. Currently above target but as above the target continues to be challenging due to the effects of the economic climate and an increase in requests to pay NNDR later in the year.
KI R3 Sickness rate – average days lost.	8 days	8.49 days	R	The Senior Management Team continues to monitor sickness on a monthly basis and our new policy is more streamlined with less management discretion around action taken. The problem is not universal across all services, indeed some have reduced their sickness levels to record lows and there is now more long term sickness than short term. There are a number of persistent long term cases in specific areas such as Street Services where a combination of inherited sickness from shared service staff and the physical nature of the roles make reducing sickness more challenging. Having said that every case is being actively managed and ill health capability action has resulted in 11 dismissals in Street. With such unprecedented change it is perhaps not surprising but remains a priority with action being taken at all levels.
KI R4 Reduce CO2 emissions from Local	To Less than 25% by 2012	2% reduction in period 09/10 – 10/11	G	Projects within the Carbon Management Programme are on-going and achieving good CO2 reductions. A 2% reduction was achieved between 09/10 and 10/11 through the implementation of projects through the CMP.

Appendix 1 - Performance Summary Quarter 2- April 2011 to September 2011

Authority Operations				Some projects have achieved lower savings than estimated such as power/perforator, however others have far exceeded targets such as the Leisure World fitness pool refurbishments. Projects are being developed to meet full target reduction.
KI R5 Budget Forecast variance at year end	-2% to +1%	+1.5%	A	Measure is to retain any variance to between -2% to +1% of Budget. Current forecast outturn for the year points to a potential bottom line budget shortfall of around 1.5%. This is mainly to do with some income targets not likely to be achieved.. The position remains under monthly review with activities in all services to find efficiencies and manage their budgets. A new set of savings and income generating initiatives has been identified and this has helped to significantly reduce the forecast position from that reported at the end of June.
KI R6 Customer Service Excellent Achievements	3 Awards	3	G	Environmental and Protective Services achieved the CSE Standard in April and Corporate Management achieved their 1-year on-going CSE assessment in June. Resource Management also maintain their CSE Standard.
KI R7 Avoidable Contact	10% of contacts	6.1%	G	Work with service areas is still proving beneficial in keeping the level of avoidable contact on target.
KI R8 Achieve FSR savings	£3.9m	£1.158m	G	£3.9m is cumulative performance over three years - the 2011/12 target is £1.158m of this. (£450,000 Housing / £303,000 Revenues and Benefits / £405,000 Street Services.) The 2011/12 savings for Housing + Revs and Bens were accounted for in their budgets at the start of the year to reflect the new structures and ways of working already in place. Street (the remaining £405,000) started their implementation stage more recently, but as at October the new budget structure has been finalised. This confirms that the forecast £405,000 saving has been made, and the employee costs section of the budget has been adjusted to reflect this saving.

3. Housing Key Indicators

Some challenges for our housing indicators at the half year stage. The red alert is for re-let figures and while mitigating work is being put in place to improve performance in this area it does not currently look like the targets we have set will be met. On a more positive note 150 affordable homes have been delivered in this period.

Indicator	Target 2011/12	Performance April – Sept 2011	RAG	Service Comments
KSI H1 Net add homes provided	650	Annually Reported	G	Data is collected annually against this indicator although delivery is estimated to be on track according to current building control information.
KSI H2 Number of affordable homes delivered (gross)	117	150	G	Target has been achieved. A high number of affordable homes were delivered in the 1 st quarter. This was anticipated as our development partners had indicated that the majority of completions would be during the 1 st and final quarters of 2011-12, it is therefore unlikely that this level of activity will be sustained throughout the year.
KSI H3 Number - homelessness cases prevented	280 cases	133 cases	A	Performance is slightly behind where we would like to be against target at this point in the year, this is in part due to the reduced availability of private rented properties. Quarter 2 performance has improved with 82 cases of homelessness prevented in contrast to 51 cases in the first quarter.
KSI H4 % non-decent council homes	8%	9%	G	A total of 619 properties have received decent homes works so far this year. Performance is on track to meet this year's target as we continue to deliver the planned programme of work.
KSI H5 Rent Collected	98.8%	96.83%	A	Rent collection is slightly lower than at the same point last year 97.91%. Following a recent restructure of staff we anticipate an increased focus to support further reduction in arrears. The first of the rent-free weeks falls in the next quarter, and we would expect further improvement in performance by between 0.5 - 1% as in previous years.

KSI H6 Average time to re-let council houses	Overall 24 days	31 days	R
	General 15 days	22 days	
	Sheltered 45 days	66 days	
	Temp 28 days	31 days	

The re-let time has been affected by a small number of properties which have been difficult to let, either as a result of the condition of the property or location. Properties in more rural locations where access to schools or local facilities are more difficult to let. Sheltered housing bedsits are difficult to let and attribute to the high letting period and overall average re-let time. Re-let times for temporary accommodation have significantly improved from performance for the same period in 2010-11 which was 78 days.

4 Key Planning Indicators

A positive half year set of results on our key planning indicators with all areas exceeding targets.

Indicator	Target 2011/12	Performance April – Sept 2011	RAG	Service Comments
KSI P1 processing of planning applications	Majors 65%	76.0%	G	Excellent performance levels continue to be achieved despite increase in workloads and no additional resources. Other areas of work are beginning to come under pressure as resources become stretched dealing with an increased application and revenue generation workload.
	Minors 70%	78.6%	G	
	Others 85%	91.1 %	G	
KSI P2 Planning appeals allowed against our decision to refuse	30%	23.5%	G	Sustained high performance with a better than national average success rate at appeal. It should be noted that when refusal rates were analysed for the quarterly Planning Committee performance report in July 2011 the Council's rate of refusal matched the national average and so high appeal performance is not likely to be down to abnormally low refusal rates. (i.e. we do not approve everything)

4. Waste and Recycling Key Indicators

The introduction of 4 day week collections has impacted on missed collections but this is expected to improve as the system beds in. Residual household waste collection and recycling are achieving performance levels.

Indicator	Target 2011/12	Performance April – Sept 2011	RAG	Service Comments
KSI W1 No. of weekly missed collections	15 - to be altered	Refuse 40	R	New processes and four day collections has changed both the collection methods, technology and methodology of this indicator to such a degree that performance is no longer comparable with the measure in place before June 2011. The indicator and target will be altered to reflect the most relevant new measure available. Performance in the first half of the year will however remain behind expectations as we go through a period of 'settling in' with the new processes and as crews and residents adapt to the changes. Missed collections have improved significantly since September and we expect that trend to continue.
	15 – to be altered	Recycling 21.4	R	
KSI W2 Residual household waste per household	450 kg per house hold	235.671kg	G	Reducing the amount of household waste we collect is important, but very difficult. This year's figure is currently 1.14% lower than the same point last year, so this is good performance. The figure is adjusted at the end of the year, when the accurate property count has been published.
KSI W3 Household waste reused, recycled and composted	42%	42.39%	G	We are currently on target. However the rate is lower by 0.28% against the same period as last year, which is due to lower collection tonnage of dry recycling collected. The reduction in tonnage collected could be down to the current financial climate with household buying less, as well as packaging strategies from supermarkets.

5. Benefits Key Indicators

Indicator	Target 2011/12	Performance April – Sept 2011	RAG	Service Comments
KSI B1 Time to process HB new claims and changes	Half Year: 17 days, Year end: 6 days	20.08 days	A	Figure reflects overall cumulative performance across the year to date, including an increase and build up of work up to September, which has now been cleared. Recent statistics show significant improvements (9.78 days taken to process new claims for the last month and 4.85 days for the last week by way of example). If these improvements continue as anticipated the target should be achieved. However planned benefit changes in January could be challenging.

6 Progress of our Strategic Plan Action Plan

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

Appendix 2 to this report provides a table with all the current actions (totalling 117) and their performance. In summary 85% of the actions are currently progressing on target with 14% at risk and only one action report as not likely to be achieved.

Addressing Older People's Needs:

All actions within this priority are progressing well and include the award of grant funding to enable three new local clubs, support and investment in benefit take up campaigns with our partners which have secured around £200,000 of additional income for older people and improved patient discharge experience at hospital with dedicated support.

Addressing Younger People's Needs:

Overall most actions within this priority are on target with only one risk area linked to staff vacancies. Activities undertaken to support this priority include new apprenticeships, improved school attendance rates, learning opportunities for 7-14 year olds outside school hours,

personal and community safety training, youth funding, two new community play sites amongst a host of other council and partnership activities.

Community Development:

This priority hopes to achieve a number of outcomes linked to enhancing opportunities, increasing social inclusion and community cohesion and supporting communities to improve the lives of local people. Progress on the whole is positive with actions being achieved such as £250,000 investment for voluntary agencies to deliver improvements in communities, promotion of volunteering through developments like the Community Garden at Old Heath Recreation Ground, community projects such as ex-MOD gym, closer working with Parish Councils and the introduction of Zone Working throughout the Borough.

Community Safety:

On the whole this priority is on track to complete the actions agreed but there are a number of risks being flagged some of which link to reductions in resources in our partner agencies. Successful activities include days of action, enforcement such as the issue of Acceptable Behaviour Contracts and the Weekend Noise Service and continued closer working with partners to reduce Antisocial Behaviour and reduce domestic violence.

Congestion Busting:

This priority aims to provide better access into and around Colchester, reductions in car dependency as well as the provision of alternative forms of transportation and a shift towards healthier and greener modes of travel, such as cycling. On the whole actions are being achieved but there are a few being flagged at risk due to investment or funding uncertainties with partners. Amongst all the successful work being undertaken is an increase in cycling to the station by 25%, funding from Defra to support work on reducing the number of cars on the road, the adoption of a Public Realm Strategy, Cycle Colchester's win at the National Transport Awards and a successful Tour Series event which won us the Halfords Pride of the Tour Series.

Enabling Job Creation:

The aim is to reduce worklessness, support and enable job creation working with our partners and maximising the benefits from Colchester's superb location. Of the many activities taking place most are progressing well, with only one risk flagged around investment from Essex County Council. Some of the activities include, the Digital Strategy an associated activities which are well underway, provision of policy expertise, support to 18 companies to help retain, relocate or expand facilities and 17 of which were successful and the creation of 7 job clubs with Jobcentre Plus.

Healthy Living:

With close links to happiness and wellbeing our aim here is to provide the opportunities, support and awareness to enable people to live healthier and hopefully longer and happier lives. Most of the planned activities are progressing well and these include the delivery of actions to reduce childhood obesity including a programme of over 1000 free swimming lessons, a number of activities are underway with partners in preparation for the Olympics, we have supported over 500 people to quit smoking, extra dental services for children in St Anne's Ward and 18 Health Eating Awards are in place already against a target of 20 for the year.

Homes for All

A safe and secure place to live is vital to health, wellbeing and life expectancy and we continue to work hard, with our partners, in our aim to provide homes for all. Again, performance overall is positive with the majority of actions being completed. These include, the construction of new purpose built temporary accommodation, continued programme of decent homes works, proactive prevention of homelessness services that has successfully helped 133 households, award of grants to prevent homelessness, work is underway to return empty homes to use and enforcement in the private rented sector with 250 inspections and 75 houses improved.

Reduce, Reuse and Recycle

Last but by no means least, this final priority aims to support and encourage sustainable, clean and efficient approaches to waste reduction through recycling, behaviour change and use of new technologies and approaches. Unsurprisingly perhaps, some of the activities within this priority are challenging however many areas going well including the following, food waste trials have been agreed and will begin later in the year, energy savings activities are progressing well, including our project to install PV panels on around 2000 social housing properties and 8 commercial buildings and a number of behaviour change activities are taking place in schools around the Borough.

7. Other Performance News

7.1 Awards and accreditations for 2011/12 as at October 2011:

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.

7.2 Other performance items as at October 2011:

- Our bid to become a [Community Infrastructure Levy](#) (CIL) Frontrunner was successful - one of just eight councils in the country. The CIL is a new levy which is intended to provide infrastructure to support the development of an area and can supplement other public sector funding streams to ensure that new community infrastructure (such as schools) can be provided to keep pace with population growth. Colchester Borough Council and Essex County Council were jointly successful in being awarded CIL Frontrunner status by the Department of Communities and Local Government and are consequently among the first to publish a preliminary charging schedule.
- [Castle Redevelopment](#) – In July, the Heritage Lottery Fund awarded £3,267,400 towards a major redevelopment of Colchester Castle, following a successful bidding process and application by CBC. In April the Friends of Colchester Museums and Art Galleries gave £30,000, and in July the Essex Heritage Trust awarded £5,000 towards the same project.
- Also in July, the Homes and Communities Agency confirmed that our bid to deliver new affordable housing using the 2011-15 Affordable Homes Programme was successful. This will contribute £170,000 of HCA funding towards the delivery of 34 homes.
- Colchester Business Awards –These awards recognise and celebrate business success in the borough, and Charter Hall is the venue for this annual event in November for around 600 local business people .
- Investors in People - We are due to be re-assessed in December 2011, and arrangements are in hand for this. We have been holders of this accreditation since 2005 and in order to retain it, re-accreditation must take place every three years.

7.3 Updated figures for the borough's population and homes

- **Population**
 - The latest population figure for Colchester borough is 181, 000. This is the Office for National Statistics (ONS) mid-2010 estimate, published July 2011. That is an increase of 22,100 people (13.9%) since the last Census in 2001.
 - The borough is already the largest and fastest growing district in Essex, and the second largest district in the country.
 - The population of Colchester borough is expected to grow by 21.9% to 215,900 people in 2021, more than twice the national average. This is an increase of 38,800 people over the 12-year period since 2009, and would be an increase of 57,000 people in the borough in the 20 years since the 2001 Census (35.9%) when the population stood at 158,900.
- **Homes**
 - The latest number of homes in the borough is 75,145 – (March 2011, Valuation Office) - 2,602 extra homes in three years (3.6%).
 - The speed of population growth is reflected in the annual increase in the number of homes - 74,469 in March 2010, 73,681 in March 2009 and 72,543 in March 2008.

7.4 Quality of our performance data

In line with our Data Quality Strategy, arrangements have been made for Internal Audit to review a number of the key indicators within this report. This annual review has been streamlined from the 12 or so indicators included in previous years, and will take place in November 2011. The audit's emphasis is very much on data quality – the processes, methodology, targets, and accuracy of measurement behind the indicator. The four indicators to be looked at are:

- KI R2 - percentage of National Non-Domestic Rates collected
- KI R3 - sickness rate
- KSI H6 - rent collected
- KSI W1 - number of weekly missed bin collections.

7.5 Single Data List

DCLG published the 'single data list' of all central departments' data requirements from local authorities in 2011-12 in April. It issued a revised version in July which now includes all 2011-12 requirements from arm's length bodies, non-ministerial departments, other public bodies and the Electoral Commission. Details have been sent to services and officers concerned.

Addressing Older People's Needs

Outcome		Actions		Outputs		Half-year update		RAG
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.		A grant to this value was awarded in May 2011 and so far 3 local clubs have been established.		G	
		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 at Leisure World Colchester with average of 15 – 20 participants each week. Additional Gentle Workout fitness class now also being provided.		G	
Reduce poverty and health inequalities for older people		Promote concessions for older people	Increased take up and accessibility of activities		New advert for 50+ in the latest CLW brochure which also provides more detail on the 50+ activities offered and this information is also now available on the website		G	
		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.		Age Concern's older people's take up campaign funded by Welfare Rights is exceeding targets; and has helped customers secure approximately £200k extra income so far this year.		G	
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.		Review of Council's Sheltered Housing Schemes completed. Recommendations made to Cabinet in October 2011. Older Persons Task and Finish Group is looking at accommodation for older people across the whole borough and is progressing its workplan. Recommendations from this group will be made by March 2012.		G	

Outcome		Actions		Outputs		Half-year update		RAG
		Increase the number of customers using the services provided by community alarms.	Increase private household take up of Helpline products		A paper was presented to budget group setting out options to increase the number of private customers. The retirement of the Monitoring & Response manager has created an opportunity to refocus the position in order to generate more income.		G	
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	Increase take up of Telehealth services to 60 users		Work is progressing with NEE NHS to increase the number of referrals from GP's and other units – current number of users is 50		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	“Effective” overall self-assessment against ESAB standards		Essex Safeguarding Adults Board (ESAB) self-assessment audit for 2011 completed and returned within deadline. Summary feedback report awaited.		G	
		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		County services remain strong in Infopoint with a county advisor attending for 2 days a week serving older people with enquiries such as blue badges, social care and support for carers. We are reviewing NHS services in Infopoint with a view to continuing with health checks / promotions for things like falls prevention.		G	
Improved patient experience of discharge from hospital		Improve co-ordination of access to services when discharged from hospital by co-ordinating information exchange between	Increased take up and accessibility of Council services Increased footfall into Libraries		Work continues to progress with the aim that libraries will be an extension of the CSC for borough services. Library staff continue to be trained to assist residents who want to self serve to access council services via their libraries and public access PCs.		G	
			Improved information exchange between Older people's Forum member agencies and Discharge		A new post has been appointed at the General Hospital to improve discharge for older people and act as a point of contact with the Older People's Forum and social care.		G	

Outcome		Actions	Outputs	Half-year update	RAG
		agencies and hospital.	Team at Colchester General Hospital and Increased customer satisfaction		
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 	<p>Reminiscence Sessions, training of staff and care givers and increased uptake of loan boxes.</p>	<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 will take place later in the year.</p>	G	

Addressing Younger People's Needs

Outcome		Actions	Outputs	Half Year Update	RAG
Effective partnership working to promote and safeguard the welfare of children in our community	<p>Proactive membership of and participation in the North East Essex Children's Partnership Board's "Stay Safe" sub-group.</p>	<p>Effective joint working locally to safeguard children and young people.</p>	<p>The Safeguarding Coordinator post has been vacant since August 2011. Cover arrangements are in place for attendance at "Stay Safe" sub-group.</p>	A	
Improve the	<p>Work with the North East Essex</p>	<p>Ensure the work on</p>	<p>Work continues with Essex County Council to secure</p>	G	

Outcome	Actions	Outputs	Half Year Update	RAG
skills of children and young people in the Borough.	<p>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</p> <p>Work with Monkwick and St John's Green primary schools to run 'Attendance Reward Schemes'</p> <p>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.</p>	<p>raising skills levels in the Economic Prosperity Strategy is focused on youth skills priorities</p> <p>Improved attendance rates</p> <p>Increase learning activities and experiences available to 7-14 yrs olds outside normal school hours.</p>	<p>additional places on the ECC paid work placement scheme for young people</p> <p>Promotion of the National Apprenticeship Scheme to business partners and Future Job Fund partners – 5 apprenticeships currently being advertised in the Borough</p> <p>Both schools have been engaged and Reward schemes have been run – results will be available shortly.</p> <p>A range of activities at all 4 CBC sports Centres have been validated by the Children's University</p> <p>Validation applications have recently been submitted for Basketball, Street 20 Cricket and Rookie Lifeguard courses. Further applications are being prepared for archery and street dance.</p> <p>CU logo is being used to highlight validated activities on LW websites and in quarterly brochures.</p> <p>Forest Schools sessions in Ghostwood and at High Woods Country Park have been undertaken during school terms and sessions have also been established and run in the woodland area at Pondfield.</p>	G
Improve the Health, Fitness, Wellbeing and Safety of Children and Young People in the Borough.	<p>Deliver the Crucial Crew programme for 90% of primary school children in Year 6</p> <p>Schools Partnership Projects: Agree SLA to provide £10k funding for CBSSP to increase participation in sport & physical activity in Life Opps Target Schools</p>	<p>New learning opportunities provided through Forest Schools at High Woods Country Park and Ghost Woods.</p> <p>Increased awareness of personal and community safety messages</p> <p>Joint agreement established along with priorities.</p>	<p>A successful 2-week event was held in June 2011 for every year 6 child in the borough.</p> <p>A new format Schools Sports Partnership comes into being from September 2011. CBC funding of £10k over 2 years has been agreed in principle, along with funding from NHS North East Essex. Draft Service Level Agreement (SLA) has been drawn up with Performance Indicators to be agreed by end of 2011</p>	G

Outcome	Actions	Outputs	Half Year Update	RAG
	<p>Deliver a number of projects with looked after children, children and young people with disabilities and young people from hard to reach groups in partnership with Essex and Suffolk CC's, the British Museum, LOCOG, schools and partner organisations.</p> <p>Partnerships involved to be agreed, plans drawn up and implemented then evaluated.</p>	<p>Increased opportunities for looked-after young people, people with disabilities and young people to access and participate in cultural activities</p>	<p>Several projects have been delivered this year and more are planned.</p> <p>The work in partnership with NCP and the Youth Offending Team has just delivered its second phase in the Nunn's Road Car Park.</p> <p>The 'Changing Lives' project (which forms part of Stories of the World – one of the major strands in the official Cultural Olympiad) in partnership with the Gilbert School has been substantially completed. The film produced to represent the young people's experiences in China was launched at an event at the Arts Centre on 2 July. The ten young people involved will continue to be involved through to the opening of the Treasures of China exhibition in July 2012.</p> <p>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. Also all the young people involved have agreed to continue to work with the museum service as it developed its plans and concepts around the redevelopment of Colchester Castle.</p> <p>Work is ongoing in both Essex and Suffolk working with the agencies responsible for looked after Children. In Essex this will continue the work that has now been well established over several years and Suffolk it is involving building on the collaborative work first established last year.</p> <p>A number of other projects have also been delivered or are in preparation.</p>	<p>G</p>

Outcome	Actions	Outputs	Half Year Update	RAG
	Agree and implement Acceptable Behaviour Contracts (ABCs) and Parenting Contracts (NEW)	Reduction in ASB among younger people	2 ABCs and 3 Parenting contracts. So far this year there have been no families requiring Family Intervention support. However, at the point of CBC and CBH teams co-locating it is more likely that referrals will be made.	G
	Play area development plan implementation to be delivered to those communities where benefit of improved play opportunities will be greatest	Improvements to play sites targeted to locations where impact will have most benefit.	2 sites have been improved in targeted deprivation areas with the addition of new equipment and 2 further sites are being prepared.	G

Community Development

Outcome	Action	Outputs	Half Year Update	RAG
Support for Voluntary Organisations Individuals or the Third Sector to help deliver Strategic Priorities for Communities	Agree where investment should occur and ensure that in each case Service Level Agreements are signed, outcomes agreed and performance monitored. Promote and encourage volunteering opportunities and increase range and extent of volunteering opportunities for Colchester Countryside Volunteer Service	£250,000 invested clear measures and outputs to be agreed. Increased Volunteers	Approximately £250k investment agreed and awarded to voluntary agencies helping us achieve our strategic priorities. Agreements in place and performance monitoring underway. Volunteering has increased due to the engagement of community representatives involved in the development of the Community Garden at Old Heath Recreation Ground. Activity is supported by BTCV volunteers but there is a core of resident representatives who are overseeing the creation and establishment of this new facility.	G
Closer involvement between Local Government and communities	Improved communication amongst Parish Councils, and between Parishes and CBC Develop Community Infrastructure Levy (CIL) Charging Schedule as part of Frontrunners Project	Organise and chair 4 Forums meetings CIL Charging Schedule	Quarterly meetings being organised and chaired.	G

Outcome	Action	Outputs	Half Year Update	RAG
<p>in delivering services, managing and benefiting from community assets and decision making in their area.</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. • Community Initiatives team members to attend Development Team fortnightly to consider planning gain needs from new developments 	<p>Clear Management Arrangements for gym and resource centre.</p> <p>Better understanding of planning gain needs and opportunities for new developments.</p>	<p>Planning Service continues to work with other services to prepare detailed report for Leadership of Place Team on state on S106 finances with a view to identifying unspent, allocated and at risk sums. New reporting system developed with Finance Service which should improve real time reporting and reconciliation</p> <p>A community partner for the ex-MOD gymnasium has been found; we continue to support the community group planning to manage the Braiswick building; Community Initiatives team are attending Development Team regularly and requesting s106 monies where appropriate</p>	<p>G</p>
<p>25</p>	<p>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.</p>	<ul style="list-style-type: none"> • Presentations • Workshops for communities and members • Articles in Common Ground and the Members Information Bulletin • Reports to Local 	<p>Recent planning engagement exercise undertaken in Myland led by the University – attracted over 300 people to be involved</p> <p>Two enquiries for Neighbourhood Plans made.</p> <p>Meetings and workshops with Myland and Stanway Parish Council's held.</p> <p>New round of parish planning topic workshops being prepared. Regular monthly liaison sessions now</p>	<p>G</p>

Outcome		Action	Outputs	Half Year Update	RAG
			Development Framework and Planning committee	extended to West Mersea.	
		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. Negotiations are continuing over additional land required for extension to Anglican burials – conclusion expected shortly.	G A
		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 draft strategy for responsible dog ownership has been produced and a meeting of all stakeholders is to be held in October. E&PS have promoted responsible dog ownership at the ‘Greenstead Fun Day’. All schools in the Borough have been written to regarding receiving Responsible Dog Ownership presentations in assemblies. So far we have eighteen confirmed school talks booked and zone managers are helping with activities to tackle persistent dog fouling.	G
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. Transparent information for the public about the equality improvements we deliver to service users and to staff.	Performance data which shows that the new Duties are integrated into how our services are planned and delivered. Publish annual information about staff and service users which meets the letter and spirit of the new General Equality Duty. Seek out and where applicable adopt best	The Equality Act was followed by two key consultation papers from Government – the Policy Review Paper and the Reform of the Equality and Human Rights Commission – in Spring 2011, which have meant that 2011 has been a ‘year of transition and change’. The detailed Codes of Practice and guidance are still awaited, and will hopefully be available shortly. In the meantime, we have updated our internal processes to reflect the Act, its general duty and the ‘protected characteristics’; and continue to prepare and publish information such as Equality Impact Assessments, data about population, and staff equality monitoring data.	G	
	Address gaps and provide leadership and high standards both internally and				

Outcome		Action	Outputs	Half Year Update	RAG
Enhanced life opportunities and support for families with chaotic lifestyles.	externally with regard to Equality and Diversity. 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	10 referrals Reduction in ASB	Of the families we have worked with this year there have been no specific needs requiring Family Intervention support. However, at the point of CBC and CBH teams co-locating it is more likely that referrals will be made. Much closer collaborative working with other partner agencies is producing results and direct action in specific cases. The ability to reach the target of 10 referrals will really depend on this collaborative working continuing and the relevant families requiring this support being identified.	A	
Increased social inclusion and life opportunities for hard to reach and vulnerable adults.	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 with partners, Colchester and Tendring Women's Refuge, Beacon House and organisations working with and for people who are homeless or vulnerably housed in the Borough. • 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 	Project Implementation Plans Projects delivered and monitored Evaluation completed	The implementation phases of the Out in the Open project have been successfully completed and we are now in the delivery & evaluation phases While this has been a particularly challenging project for the staff involved it is proving to be a highly successful and creative project and is likely to form a case study and model for others across the country in conducting this type of work In total 32 clients accessed the Out in the Open project at the Big Garden over 35 sessions between March and August 2011. All the clients had experienced an aspect of homelessness, ranging from street homelessness to sofa surfing to sheltered accommodation.	G	
Increase community cohesion,	Implement and embed the new service delivery geographical zones as per the Street Services	Establish measures to assess community cleanliness	Zone working came into full force on 03.10.11 with all but 3 of 59 posts being filled. Currently work is focused on completing statutory tasks and also a focus on customer	G	

Outcome		Action	Outputs	Half Year Update	RAG
self reliance and involvement. A bespoke service introduced around the needs of each zone.		Fundamental Service Review.	Multi-skilled staff able to respond to customer demand Closer working between community groups and services	A training schedule is being developed with key courses already undertaken or booked in. All 60 Councillors have been contacted by Zone Managers to make sure close working is a normal way of working.	

Community safety

Outcome		Action	Outputs	Half Year Update	RAG
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. Agree and implement night-time Acceptable Behaviour Contracts (ABCs) in conjunction with the police	3 Days of Action delivered with our partners Increased number of ABCs	A successful Day of Action was held in Harbour ward in the summer with almost 100 officers from 15 agencies taking part. 2 further events are planned for later this year. We successfully issued 2 of these on the recent Night of Action in the town centre. However, this process is reliant on police resources which, at times, can be difficult to secure due to their stretched capacity but we are constantly promoting their use and seeking police commitment.	G A
		Use ASB enforcement tools and other interventions to tackle behaviour amounting to public nuisance during the operation of the Weekend Noise Service. Work with police and other partners to identify repeat and vulnerable callers reporting ASB and tackle underlying	Increased enforcement and prosecutions Increased focus on areas of need	The Weekend Noise Service is now being effectively used to visit and monitor 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. 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	G A

Outcome		Action	Outputs	Half Year Update	RAG
		causes		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. This initiative has been hit hard by the Police restructuring however 14 visits have been carried out. Twenty one ABC's have been jointly issued.	
		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	A review has been conducted and the Zone Managers have taken-over CBC representation.	G
Fewer people suffer violent crime		Work with partners to achieve the Life Opportunities targets of reducing overall levels of violent crime	Reduce overall violent crime by 1%	This action and target has been reworded following achievement and discussions with the Police regarding ongoing activities.	G
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 (linked to future QR technology)	Campaign Delivery	Initial discussions held with staff at Essex County Council responsible for organising the Quality Taxi Partnership. Travel-Safe Taxi Campaign discussed and agreed in principle with the Hackney Carriage/Private Hire trades and Police.	A G

Congestion Busting

Outcome		Actions	Outputs	Half Year Update	RAG
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 Essex County Council to agree detailed design (Winter 2011) for Northern Approaches Road (NAR) making provision for the Busway. Commence construction of Northern Approaches Road Spring 2012.	Detailed Design Delivered Construction underway	ECC advanced works on site for NAR3 and busway under way to allow construction to commence in spring 2012 for completion in late 2012	G	
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	CBC responded to ECC supporting Planning application for park and ride site. Application approved by ECC. CBC has sent ECC an initial offer on leasing the land for Park and Ride – response awaited. Meeting of key members arranged to agree delivery mechanism.	G	
Increase the	Develop submission for European	Funding Bid Submitted	Decision on allocation of funding awaited – expected	A	

Outcome		Actions		Outputs		Half Year Update		RAG	
number of people using alternative methods of travel to access schools, employment and the town centre	Regional Development Fund funding to promote travel change behaviour to businesses.		Funding achieved		December 2011. (The lack of significant match funding and Local Sustainable Transport Fund funding has not prevented us progressing the submission, and we remain optimistic that it will be supported.) A significant amount of Defra funding has been received linked to Air Quality Management Area project, and this work was started by CBC and TPC in November.				
	Continue to work with the 7 existing businesses in the North Colchester Business Park and seek new businesses to commit to the programme.		5 new businesses to commit to the programme.		Through personal approaches 5 new businesses have been attracted to commit to the programme since the delivery of the programme was taken over locally. ERDF funding will help support the TPC to do this work in 2012, however if it doesn't arrive the Club will still carry out the task at a reduced level. "Legs 11" walking for transport and health initiative to be launched in the New Year by TPC.		G		
	Set up a travel behavioural change programme working with existing communities, including:		Increased activities of Colchester Travel Plan Club Local Sustainable Transport Funding		The Travel Plan Club has implemented its 2011/12 programme, including:		A		
	<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 		<ul style="list-style-type: none"> Assisted TPC members to achieve the ECC Business Travel Plan Accreditation. New website, social media and themed TPC events. Supported members to promote sustainable travel at events e.g. freshers fairs, car share coffee mornings, Cycle Colchester, "pulp friction" events New bus ticketing initiatives e.g. First carnets and setting up systems to administer discounts. Developed relationship with the voluntary group "Walk Colchester" (WC), working jointly on "walk to work week" events, and having our own blogspot. Provided advice to TPC members about changes to HMRC's cycle to work scheme, and implemented pool bike schemes. 						

Outcome	Actions	Outputs	Half Year Update	RAG
<p>Increase the levels of people cycling.</p> <p>Improved cycle links across the borough</p> <p>Reduce greenhouse gasses produced by transport</p>	<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"> • Identify 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 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 	<p>Increased cycle networks</p> <p>Cycling Strategy Supplementary Planning Document</p> <p>Increased funding</p> <p>Increased training & promotion</p>	<ul style="list-style-type: none"> • New associate members, many of them smaller businesses from the private sector. <p>Although CBC commented on and supported ECC submission on Local Sustainable Transport Fund (LSTF) Bid, the Government decided not to allocate LSTF to ECC</p> <p>Cycle Colchester has won the National Transport Awards Cycle Improvement category</p> <p>Lower Castle park route consultation under review. Funding has been allocated in 2011/12 if CBC decide to go ahead with proposal</p> <p>Discussions held with Life Opportunities and CBH to create cycle links across land owned or managed by CBC.</p> <p>Share the Space leaflets distributed at events and to Street Wardens in the Greenstead area in response to a specific community concern.</p> <p>Cycling Strategy Supplementary Planning Document under development.</p> <p>To go out on Consultation November 2011</p> <p>Walking and Cycling projects identified in the Community Infrastructure Levy project.</p> <p>Over 150 tags have been issued for the new secure cycle parking facility at the Colchester station.</p> <p>Highly successful Tour Series cycle event held in June – Colchester won the Halfords Pride of the Tour Series award with a strong community event which also attracted Sport England grant funding.</p>	<p>G</p>

Outcome		Actions	Outputs	Half Year Update	RAG
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	Current Transportation Policy activity focused on the Cycling SPD and input into the Town Centre SPD	G	
Improved Town Centre – including changes to reduce traffic, improve reliability of the bus operation and air quality.	Support Publication of Traffic Regulation Orders for changes to the town centre highway network With ECC and Operators develop the public transport facility in the Osborne Street /Stanwell Street area – May 2011 ongoing Adopt the public realm strategy for the town centre	Publication of Traffic Regulation Orders (TROs) by ECC Design Agreeed New Strategy adopted	CBC officers closely engaged in development of TROs. TRO package currently being drafted by ECC to be in position to publish in December 2011 Osborne Street/Stanwell Street location for new bus station and facilities is being developed by ECC and CBC. Trial undertaken, detailed design works commenced to enable relocation to occur by Sept 2012 Public realm strategy adopted June 2011.	G G G	
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: • Responding to the recommendations of the 2011	Strategy developed. 1 or more Air Quality Management Areas identified. Interested parties	Awaiting detail of Government announcement on Growing Places Fund and release of funding through Local Enterprise Partnerships. European Union funding secured for Creative Business Centre and further bids in the pipeline The 2011 Detailed Assessment has been submitted to, and accepted by Defra. The recommendations of that assessment have now been fully considered and it is anticipated that a report will be submitted to the Portfolio Holder for Street and Waste Services in October for a	G	

Outcome		Actions	Outputs	Half Year Update	RAG
		<p>Detailed Assessment</p> <ul style="list-style-type: none"> Appraising options for the improvement of air quality Developing an implementation plan 	<p>consulted. Air Quality Management Order(s) made. Funding opportunities identified and bids submitted.</p>	<p>Wider consultation will then commence with a view to developing the Action Plan and strategy for the improvement of air quality within the affected areas.</p> <p>Following the submission of a successful bid to Defra, we have been awarded £14K to support a project working with colleagues from Colchester's 20/20 Travel club. This project will promote smarter driving, car sharing and personalised travel plans, its aim is to reduce the number of cars on the road and where journey by car is necessary to minimise fuel consumption.</p>	
<p>Improve the environments in and around Colchester's Town station, and improve access to Colchester North station through the pilot Travel Plan</p>	<p>Develop the Town Square to complement the new Magistrates' Court</p>	<p>Agreement with land owners Planning permission Complete detail design</p>	<p>Detailed design near completion. Planning Application submitted October.</p>	G	
	<p>Agree design with ECC (July 2011) and commence delivery of measures to improve St Botolph's Roundabout</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>Agreed Design</p> <p>New cycle parking users New public transport users</p>	<p>Full designs have not yet been shared but progress is being made.</p> <ul style="list-style-type: none"> Cycling to the station has increased by 25% since the start of Cycle Town. Promotional material circulated locally targeting information to known groups who are likely to take up cycling. New south side cycle parking under construction. Material produced for "Travel to the Station" guide. "Plusbus" campaign starts in November and revised commuter bus service. National Transport Award achieved for improvements in Cycling. 	A	
<p>Spatial planning Activities</p>	<p>LDF Preparation: Supplementary Planning Documents</p>	<p>North Station Masterplan</p>	<p>North Colchester SPD progressing. First draft of Travel</p>	G	

Outcome		Actions	Outputs	Half Year Update	RAG
contributing to priorities in the overall task of place shaping and in the delivery of land uses, infrastructure and associated activities across the Borough.		due for adoption 2009 – 11. Area Action Plan for Town Centre.	North Colchester SPD Area Action Plan for Town Centre	Strategy received from ECC. Area Actions Plans to be scrapped by National Planning Policy Framework so SPD to be produced for Town Centre instead. Work is progressing well on this SPD.	

35

Enabling job creation

Outcome		Actions	Outputs	Half Year Update	RAG
Colchester will have a below average level of worklessness by exploiting its strategic	Work with and lobby at County levels to secure additional inward investment leads Secure investment for improved digital infrastructure in urban and rural areas	10 Active Inward Investment Leads Investment for digital infrastructure	Invest Essex team from ECC visiting Colchester on 25 November to workshop the way forward for inward investment in the Borough. Digital Strategy agreed to deliver the next generation broadband and mobile infrastructure – significant investment committed by commercial partners.		

Outcome		Actions	Outputs	Half Year Update	RAG
location between London, Stansted and the Haven Gateway for promotion of intl trade, secure investment & infrastructure		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		Local companies identified as actual or potential second-tier beneficiaries of the renewable energy supply chain. Events organised by East of England Energy Group (EEEGr) to promote opportunities and meet first-tier suppliers in Basildon and Harwich – Enterprise Team attending and promoting these events to local companies	G
	ability of sufficient quality employment	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
and via our planning process to meet the needs of our residents.	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.	95% success - 18 companies assisted and retained ; 17 retained in the Borough, 1 company relocated		G
	Convert redundant rural buildings into commercial use	Conversion of 20 redundant rural buildings into commercial use.	Successful planning applications secured for 7 rural conversions to commercial buildings		G
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.	Additional Incubation space	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>)		G
	Increase the supply of creative industry workspace in the Borough	Increased supply of creative industry workspace.	Redevelopment of the Queen Street garage spaces being progressed and European Union funding secured to help progress the development of the Creative Business Centre. Creative Strategy launch event in November with the creative industries sector supported by £25K investment from the Haven Gateway partnership to aid delivery.		G

Outcome		Actions		Outputs		Half Year Update		RAG	
Working closely with multiple sections of the business community a range of local initiatives will be delivered to benefit the local economy	Implement agreed activities with the business community such as the Colchester Business Group and the Colchester Christmas Group which will deliver tangible and measurable benefits for the local economy	Lobby the major banks at the local level to provide more support and assistance for Colchester businesses. Improve the digital infrastructure to help enable more business to be transacted via the web.	Colchester Business Group will continue to focus throughout 2011/12 on key business issues affecting their members including skills acquisition, 2012, transport and digital infrastructure Colchester Christmas Group have in place a programme of coordinated activities commencing late November to increase footfall and retail spend in the lead up to Christmas	G					
	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 to fully support 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 £20,000	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	G					

Outcome		Actions	Outputs	Half Year Update	RAG
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	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. Accreditation proposal paper to be presented to Senior Management Team/Leadership for consideration in Autumn 2011	G	
	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 2,327 'hits' since its implementation in April 2011.	G	
	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	
	Work with Job Centre Plus to create additional job clubs across the borough.	Creation of 7 job clubs	7 clubs established with the support of Job Centre Plus secondees; with an executive club planned	G	
	Increase the number of adult learners in 2011-12 as per Life Opportunities Target.	60 adult learners achieved	2 Earn to Learn courses run so far for residents of Greenstead, Highwoods and New Town. 2 Options Fairs held so far.	G	
	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	
	Source, bid and secure additional	Increased	Promoting the new Work Programme prime contractors	G	

Outcome		Actions	Outputs	Half Year Update	RAG
		funding streams such as the Work Programme to increase take up of employment and training opportunities in the borough.	apprenticeships & training and Increased employment opportunities.	(Ingeus and Seetec) to the members of Colchester Works! (the local employability provider forum) to support local sub-contracting opportunities; Increasing the number of members of Colchester Works! from 30 to 40 to enhance consortium working and bidding; engaging with Jobcentre Plus to maximise bids for Flexible Support Funding for claimant unemployed groups.	
		Support employment opportunities for young people disproportionately affected by unemployment by employing four, one-year "Skills for the Future" posts and three, six-month Future Jobs Fund posts	External funding secured Recruited to the 7 posts Training and development delivered Posts completed	All four "Skills for the Future" posts appointed and progressing successfully. Our allocation from the Future Jobs Scheme was reduced to one post due to over commitment to the scheme, however the member of staff recruited to the remaining post has now been operating successfully for six months.	G

39

Healthy Living

Outcome		Actions	Outputs	Half Year Update	RAG
Increase participation in sport through improved facilities and promotion of healthy lifestyles.	Work with Garrison Partners ((MOD and RMPA services plc) to deliver new clubhouse building at Garrison athletics track	A new building on Abbey Fields for community to use – with no ongoing financial commitment for CBC	Ministry of Defence (MOD) and RMPA have submitted initial plans for informal feedback from CBC Planning Dept. Some changes suggested to external appearance. Awaiting submission of formal planning application and costs from MOD / RMPA		A
	Work with Colchester Olympic Partnership to deliver Priority Action Plan for Colchester legacy from the London 2012 Olympic and Paralympic Games	Deliver projects: Walking your Way to the Games Biking your Way to the Games	Achieved Walking Your Way to the Games project has completed 2nd round of Leader led walks. 3rd round to start towards end of 2011. Cycling Your Way to the Games programme continues		G

Outcome		Actions		Outputs		Half Year Update		RAG	
Reduce Obesity in primary school children in the areas worst affected		Work with partners in the NHS to reduce obesity amongst children in the borough	Fewer obese primary school children in the areas worst affected	2011-12 Life Opportunities target for reducing childhood obesity in target areas achieved	Urban Games Sporting Champions Scheme 2012 Open Weekend activity	with regular leader led rides now took place on August 14th at Leisure World Highwoods Sporting Champions Scheme – 6 athletes with potential to represent Team GB selected to receive grants of £500. Making regular appearances at events to promote sport. 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.	G		
		Deliver NHS North East Essex-funded swim lessons with priority given to Life Opportunities Target Schools		All children have an opportunity to attain KS2 level of swimming 25m unaided	4 schools have participated in a 10 week programme of free swimming lessons including transport to and from Leisure World Colchester: Cherrytree – 22 children Willowbrook – 23 children Monkwick – 20 children Old Heath – 42 children Total – 107 children x 10 weeks = 1070 lessons Programme will continue with target schools				
Increase life expectancy and health and wellbeing through smoking cessation.		Work with partners in the NHS to reducing 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		Good progress is being made to achieve this target. The latest data shows almost 500 people were helped to quit in 10-11 in the 5 target wards. Data for 11-12 will be available shortly.	G		
		Work with partners in the NHS to reduce the number of teenage pregnancies in the borough		2011-12 Life Opportunities target for reducing teenage		The most recent borough-wide data shows a decrease from 36.0 conceptions per 1000 15-17 year olds in 2005-2007 to 32.4 in 2007-2009.			

Outcome		Actions		Half Year Update		RAG
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	pregnancy rates achieved	A Plan to target extra dental services to children in St Anne's ward via the Children's Centre has been agreed and funded.		G
	Support and advice to ease wellbeing and strain for those suffering the effects of long term or terminal illnesses	Ensure people affected by cancer receive timely advice on accessing benefits and support services by Launching MacMillan Welfare Service in Colchester and Tending.	Recruit staff and launch 4-year MacMillan Welfare service	These staff have been recruited and the service is due to launch in the Autumn.		G
Increased wellbeing of Colchester residents through participation of allotment gardening, community garden projects,	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		G	

Outcome		Actions	Outputs	Half Year Update	RAG
horticultural therapy and exercise.	Increase the participation of volunteers to support additional opportunities for exercise and walking activities.		10 additional volunteers	additional plot holders since April 2011 The Old Heath Community Garden and the Community Allotment in the Bergholt Road extension is providing new exercise opportunities. Volunteer numbers tend to fluctuate but there is a core membership in excess of 15 volunteers.	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 18 "Healthy Eating" awards in place towards our target total of 20 for the coming year, with 3 others in the pipeline.	G
Improve health, safety, levels of crime and street scene through reduced levels of consumption and incidents of serious drunkenness.	As Licensing Authority, use a combination of education and enforcement initiatives to reduce "binge drinking" by young people.		Publicity campaigns around effects of excess alcohol consumption. Increased numbers of licence reviews for irresponsible sales.	Publicity planned to highlight the safety and health effects of excess alcohol consumption during the pre-Christmas and New Year festive period. Improved liaison has been developed with the Police and other relevant responsible authorities to ensure that any licensing related issues attract an appropriate level of attention. This initiative has been hit hard by the police restructuring and the redirection of resources to support the Dale Farm operation.	G A
Supports social inclusion and Improvements 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 has been possible to secure additional funding from the Museums, Libraries and Archives Council (MLA) to continue the existing work during this financial year while medium and longer term options are explored. We are currently considering an approach from University College London (UCL) to be a partner in a bid they are	G

Outcome	Actions	Outputs	Half Year Update	RAG
			making for AHRC funding The idea is to develop a heritage focused wellbeing measure that can be used by museums and galleries to evaluate the impact of their work on health and wellbeing.	

Homes for all

Outcome	Actions	Outputs	Half Year Update	RAG
Better outcomes for those people housed in temporary accommodation.	Implement the review of Colchester Borough Council's temporary accommodation.	Demolition of Ascott House Works commence on new purpose built temporary accommodation	Ascott House has been demolished, and new purpose-built accommodation is currently under construction.	G
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.	G
The Planning	Implement Colchester's Local Development Framework, including a	Supplementary Planning Document	Affordable Housing SPD adopted August 2011	G

Outcome		Actions	Outputs	Half Year Update	RAG
system is used effectively to deliver safe, secure, decent and affordable homes.	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.	Annual updates to the Strategic Housing Land Availability Assessment (SHLAA)	Consultation underway week commencing 10 October 2011	G	
Improved quality of life for Council tenants	Continue the programme of works to Council homes to ensure they meet the decent homes standard. Ensure that the decent homes programme remains on target so that all Council Homes meet the Decent Homes Standard by December 2012.	Targets set for decent homes works to Council properties for 2011/2012 are met, with regular monitoring and reporting of progress. The programme is robustly managed and remains on target.	Decent Homes targets are being met. There is regular monitoring and reporting of progress. Monthly meetings take place with contractors, CBC and Colchester Borough Homes. Progress report on Decent Homes was presented to Finance and Audit Scrutiny Panel (FASP) in July 2011. This reported back on a number of performance measures previously agreed with FASP including % of budget spent, % of stock completed, refusals and reason as well as details of type of work completed.	G	
Preventing homelessness and provision of cost-effective resolution of housing problems with a decrease in local authority,	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 Enable and support the provision of tenancy support, sustainment and debt advice to tenants by funding tenancy	Prevent 300 households from becoming homeless £60,000 invested Service level agreements signed Performance monitored Funding in place Signed SLA's Performance Monitoring	Performance is slightly behind where we would like to be against target at this point in the year, this is in part due to the reduced availability of private rented properties. Quarter 2 performance has improved with 82 cases of homelessness prevented bringing the cumulative position to 133 homelessness preventions. Grants for 2011-12 have been made to the April Centre, Youth Enquiry Service and Open Road.	A G	

Outcome		Actions		Outputs		Half Year Update		RAG
health and social care intervention	sustainment and Youth Enquiry service.			in place				
Increase in the number of homes available to rent or buy	Support housing need through encouragement of the return of empty properties to use by completing and evaluating the Empty Homes Pilot.	Evaluation Report. Revised Strategy Document Reduced No. of properties on the council tax register empty for over 6 months.				Pilot started looking at a sample of 30 properties. The 30 properties are a representative sample of all empty properties in the borough in different locations. Initial findings are due in December 2011.		G
	Rewrite and implement the Empty Homes Strategy to ensure the Council has a robust Strategy which can be used to focus and prioritise action.					Initial findings are due in December 2011 and pilot evaluation will be complete in Spring 2012. Options for the most cost effective way to tackle empty homes will be considered in the evaluation.		G
Improved quality and supply of housing in the private sector	Introduce a Landlords Accreditation Scheme.	Accreditation Scheme in place				We are working with Essex County Council on developing an accreditation scheme with 14 districts and boroughs in Suffolk and Essex. The scheme will support private landlords in letting and managing their properties, provide a campaigning voice for landlords and improve the private rented sector for both landlords and tenants. Market testing has been completed. Tender for provider of the scheme is being prepared by Essex CC.		G
	Ensure Private Sector Housing in Colchester is safe and secure	Increased enforcement activity: Efficient inspection regime				The Housing Enforcement and Inspection team have been proactively out in the district searching for Houses In multiple Occupation HMOs, and also reacting to a vast number of complaints which are range from general advice to action on enforcement of repairs in the Private sector. Specific outputs: 35 high risk HMOs have been licensed, 41 enforced improvements in the private sector 75 houses have been improved or had hazards removed Over 250 inspections		G
Improved communication between Young	Launch and deliver Young People's Housing Forum	Organise and chair 4 meetings				Quarterly meetings are being organised and chaired by the Portfolio Holder.		G

Outcome		Actions		Outputs		Half Year Update		RAG	
People's housing providers and agencies									

Reduce, Reuse, Recycle

Outcome		Actions		Outputs		Half Year Update		RAG	
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	Trial to commence on 8 November 2011. The ordering of equipment is on schedule as well as briefing sessions with the councillors affected by the food waste trial. Participants have been notified by letter along with FAQs.	G					
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	Strategy and Performance Officers in place following FSR restructure. Key action for these roles includes the development of a behavioural change strategy which will cover waste and recycling. The strategy will be developed using mosaic data to identify the most appropriate ways to engage with our residents, businesses, schools and communities. Zone teams are now in place and will work with the Strategy & Performance and Waste & Transport teams to carry out engagement work to increase recycling participation rates across all sectors.	A					
Make	Promote schemes and services to reduce food waste and to recycle food packaging and oils from food businesses	Combination of information and enforcement initiatives.	Waste oil recycling being promoted and inappropriate disposal being monitored. Currently researching available services for trade food waste recycling. Proposing to promote this when CBC domestic trial has gone live.	G					
	Implement the key proposals in the	Less visible litter and	The current strategy is still in place until 2012 and so	G					

Outcome		Actions	Outputs	Half Year Update	RAG
Colchester is a more sustainable and clean Borough for all those who live, work and a preferred destination for visitors, business location and investment.	Street Care Strategy through the introduction of zoned working	<p>debris</p> <p>Removal of fly posting in 24 hrs</p> <p>Abandoned vehicles investigated within 1 working day of report</p> <p>Increase in a variety of targeted enforcement methods</p> <p>Increase in community involvement</p>	<p>these working practices are being introduced to the new zone staff including the standards stated. The number of staff available to focus on the street scene has increased through zone working. We are looking in the very near future to look at the current street sweeping schedule which currently is every 8 weeks, and looking to reduce this to every 6 weeks. All schools are now being targeted to introduce a community litter pick, and new groups such as Junior warden schemes are educating children around recycling and refuse.</p>		
A viable and efficient Trade Waste service responsive-ness to the needs of its customers with investigation into recycling opportunities	Develop the Trade Waste service and improve its viability	Increase in Trade Waste income	<p>The Depot/Recycled Materials partnership tender process is to be recommended and set to be awarded April 2012. This will be focused on improving yard facilities and equipment as well as maximising the income from both domestic and trade collections.</p>	A	
More sustainable services that reduce	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	<p>Following the FSR restructure the Strategy and Performance Officers will re-launch the Energy Saving Trust action plan to progress all actions. Progress to date has been good with following key</p>	G	

Outcome		Actions	Outputs	Half Year Update	RAG
their environmental impact and contribute towards tackling climate change			the Council.	<p>projects progressing;</p> <ul style="list-style-type: none"> - Project to install PV panels on around 2000 social housing properties and 8 commercial buildings - Funding secured for energy efficiency training for front line staff including train the trainer sessions - Climate skills fund training for planners is in place with Colchester hosting sessions - Sustainable Design and Construction SPD has been adopted - Various engagement events and partnership working with Essex Uni, PCT and NHS. - Good practice to be shared from the Sustainability East Leadership Programme 	
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>Projects within the Carbon Management Programme are on-going and achieving good CO2 reductions projects to date have saved 1,337tonnes (a 14% reduction) CO2 since 2006.</p> <p>A 2% reduction was achieved between 09/10 and 10/11 through the implementation of projects through the CMP. Some projects have achieved lower savings than estimated such as powerperfector, however others have far exceeded targets such as the Leisure World fitness pool refurbishments. Projects are being developed to meet full target reduction.</p> <p>The PV project will also reduce CO2 emissions from several of our commercial buildings where arrays will provide a significant amount of the electricity used.</p>	G
More material is taken from the waste stream and diverted for	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>The Borough services textile collection bring banks for Salvation Army and Air Ambulance have enabled them to earn income from the contents. The Recycling & Fleet Manager is developing contacts with Charitable organisations who would be interested in household materials and the council also collects the left over</p>	G

Outcome	Actions	Outputs	Half Year Update	RAG
reuse rather than being sent to landfill			textiles from frock swaps taking place within the Borough.	
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)	Strategy and Performance Officers are developing a behavioural change strategy which will set out a plan for engaging with schools on the eco-schools programme. The Zone teams will be responsible for the direct engagement with schools and will work with the strategy team to do this in a pro-active and effective way.	A

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
BTCV	Environmental volunteering charity, formerly British Trust for Conservation Volunteers
CBSSP	Colchester - Blackwater School Sport Partnership
CCIL	Community Infrastructure Levy
CLG	Communities and Local Government (Department of)
CSC	Customer Service Centre
CSWs	Community Street Wardens
CTPC	Colchester Travel Plan Club
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
EST	Energy Savings Trust
FSR	Fundamental Service Review
HCA	Homes and Communities Agency
IDeA	Improvement and Development Agency now Local Government Improvement and Development
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
NAP	Neighbourhood Action Panel
NAR	Northern Approaches Road
NEE	North East Essex
NHS	National Health Service
NS Masterplan	North Station Masterplan
NVQ	National Vocational Qualification
PFH	Portfolio Holder
P & R	Park and Ride
PRDP	Policy Review and Development Panel
QR	Quick Response
RMPA	RMPA Services plc is the contractor redeveloping and operating Colchester Garrison under a Private Finance Initiative (PFI). RMPA Services plc is a consortium, comprising Sir Robert McAlpine, W. S. Atkins plc, Sodexo and HSBC Infrastructure.
SHLAA	Strategic Housing Land Availability Assessment
SLA	Service level Agreement
T & F	Task and Finish



Strategic Overview and Scrutiny Panel

Item
11

13 December 2011

Report of	Scrutiny Officer	Author	Robert Judd ☎ 282274
Title	2012/13 Revenue Budget and Financial Reserves		
Wards affected	Not applicable		

This report presents the 2012/13 Revenue Budget and Financial Reserves considered by the Cabinet on 30 November 2011.

1. Action required

- 1.1 The Strategic Overview and Scrutiny Panel is requested to consider and note the 2012/13 Budget, presented to the Cabinet on 30 November 2011.
- 1.2 The Panel may refer any comments back to the Cabinet for further consideration.

2. Reasons for Scrutiny

- 2.1. The review of the Council's Budget Strategy and Timetable is one of the responsibilities of the Strategic Overview and Scrutiny Panel, as set out under the Terms of Reference for the panel within the Constitution.
- 2.2. The Panel considered the initial Budget Strategy and Timetable on 19 July 2011. The final budget report will be considered by Cabinet on 25 January 2012 and will be subject to pre-scrutiny by Finance and Audit Scrutiny Panel on 24 January 2012.

3. Standard and Strategic Plan References

- 3.1 There is no publicity, equality and diversity, human rights, community safety, health and safety, risk management or financial implications in this matter.
- 3.2 Scrutiny is a key function to ensure the Budget Strategy is subject to full appraisal and that it is in line with the aims of the strategic plan. The role of scrutiny is also an important part of our risk management, helping to check that risks are identified and challenged.



Cabinet

Item

30 November 2011

Report of	Head of Resource Management	Author	Sean Plummer ☎ 282347
Title	2012/13 Revenue Budget and Financial Reserves		
Wards affected	Not applicable		

This report provides an update on the 2012/13 Revenue Budget and Financial Reserves

1. Decisions Required

1.1. Cabinet is requested to:

- i) Note the current 2012/13 revenue budget forecast which at this stage shows a broadly balanced budget position and the forecast variables and risks.
- ii) Note the action being taken to finalise the budget.
- iii) Agree that the recommended level of revenue balances be set at £1.5m for 2012/13 as set out in the Risk Analysis subject to consideration of outstanding issues as part of the final budget report in January (Appendix B).
- iv) Note the current budget forecast for 2011/12 as set out at paragraph 12.9.
- v) Agree that in respect of second homes the Council Tax discount applied shall be retained at 10% as set out at paragraph 14.5.
- vi) Agree that in respect of long term empty properties the discount be retained at nil as set out at paragraph 14.5.

2. Reasons for Decisions

2.1 The Council is required to approve a budget strategy and timetable in respect of the year 2012/13.

2.2 This report relates to the budget update and a review of the capital programme.

3. Alternative Options

3.1 There are different options that could be considered and as the budget progresses changes and further proposals will be made and considered by Cabinet and in turn Full Council.

4. Background

- 4.1. A timetable for the 2012/13 budget process (see Appendix A) was agreed at Cabinet on 13 July 2011.
- 4.2. An initial 2012/13 budget forecast was presented and agreed at the Cabinet meeting on 12 October 2011. This showed a budget gap of £742k.

5. Local Government Finance Settlement and other Government Grants

Formula Grant

- 5.1. When the Government confirmed the 2011/12 formula grant provisional allocations were also provided for 2012/13. These figures showed a cash reduction on the 11/12 grant of £897k (9%). We expect to receive notification of our grant in November / December and no significant changes to the assumed figure are expected. An update will be provided to Cabinet if available.

New Homes Bonus

- 5.2. Alongside the announcement of formula grant we expect to receive confirmation of the New Homes Bonus. The 2012/13 grant will include three elements and based on current estimates we expect to receive c£1.5m in 2012/13:-

	£'000	Note
Grant re growth in Oct 09 – Oct 10	724	Payable annually until 2016/17
Grant re growth in Oct 10 – Oct 11 (estimate)	749	Payable annually until 2017/18
<i>Total Grant re growth in taxbase</i>	<i>1,473</i>	
Affordable homes bonus (estimate)	60	Payable annually until 2017/18
<i>Estimated total grant for 12/13</i>	<i>1,533</i>	

- 5.3. It has been highlighted in previous Cabinet reports that funding allocated by the Government for the New Homes Bonus is insufficient to meet the likely cost of the scheme, therefore the Government has stated that any shortfall will need to be met by the main 'formula grant' allocation. This issue has also been considered as part of the consultation on NNDR retention. Given this and also the methodology of the scheme which means that annual rewards will last for 6 years it continues to be important that a prudent and cautious approach to the New Homes Bonus is taken. At this stage the budget position continues to show the confirmed grant of £724k and when the grant for 2012/13 is announced the budget forecast will be updated accordingly.
- 5.4. The final budget report will include the Medium Term Financial Forecast (MTFF) and the New Homes Bonus will be a factor in the future funding streams of the Council alongside the retention of business rates.

Council Tax Freeze Grant

- 5.5. On 3 October the Government announced that there would be a new grant to authorities that do not increase Council Tax in 2012/13. This grant is equivalent to an increase in Council Tax of 2.5% which we expect will result in income of c£269k. Details of this grant have not yet been announced including whether the grant is a one-off payment or whether it will be paid over more than one year. This will have an impact on the MTFF and will be reflected in the final budget report.
- 5.6. It should be noted that this is an additional grant and we expect to continue to receive the grant of £267k in respect of the decision to freeze the Council Tax in 2011/12. The Government has previously stated that this will be paid until 2014/15.

6. Summary of 2012/13 Budget Forecast

6.1 The revised 2012/3 revenue budget forecast shows a broadly balanced budget position.

	2012/13 £'000	Note
Net Base Budget	20,255	
Cost Pressures (incl. inflation)	1,536	Section 7
Growth	270	Section 8.
Savings	(1,747)	Section 9
Risk and variables - contingency	300	Section 11
Forecast Base Budget	20,614	
Government Grant – Formula Grant	(8,404)	See para 5.1
New Homes Bonus	(724)	See para 5.2 and 5.3
Council Tax Freeze Grant	(269)	See para 5.5.
Council Tax	(10,777)	Based on no increase and 0.9% increase in taxbase.
Use of Reserves	(467)	Ongoing use to fund community stadium, S106 and pensions increase
Total Funding	(20,641)	
Budget surplus	(27)	

6.2 Cabinet is asked to note the above 2012/13 revenue budget forecast and the assumptions set out in this report concerning cost pressures, growth items and risks.

7. Changes in 2012/13 Budget Forecast

Cost pressures

7.1. There have been some changes to the proposed list of cost pressures previously reported. The total list is as follows:-

	Current allowance £'000	Updated allowance £'000	Comment
Inflationary pressure	240	240	Net inflation impact, including the assumption of a nil pay award for 2012/13. This includes an increase of £100k as a provision against increases in energy prices.
Incremental pension contributions	97	97	Additional cost arising from actuarial review which is being funded from reserve setup in 2011/12.
Minimum Revenue Provision	40	40	Increase in calculated figure based on statutory criteria and decisions taken in respect of borrowing.
Car Parking Income	400	400	It has been reported that there is an anticipated shortfall of car parking income in 2011/12. Further actions are being undertaken by the service in conjunction with other Council services and partner organisations to increase usage, particularly in those car parks that are under predicted capacity levels. It is considered prudent

	Current allowance £'000	Updated allowance £'000	Comment
			at this stage to include an allowance for reduced income.
Net interest earnings	300	300	Interest rates remain at historically low levels. More recently a number of projections for interest rates in the coming year point to the continuation at these very low levels for longer than previously expected. As such, it is considered prudent to revise the forecast for next year by £300k. It is likely that legislative changes as part of HRA self financing reforms will result in a further budget adjustment. This will be assessed as more detail is announced.
Repair & maintenance costs	150	150	The Council operates a Building Maintenance Programme in addition to other budgets for both planned preventive repairs and responsive repairs. A review is currently in progress to consider how these budgets are managed. It is likely that it will be necessary to allocate additional funds to ensure that the Council can maintain assets in a fit and proper state. An indicative allocation of £150k is therefore proposed.
Delivery of 11/12 budget savings	150	150	Finance and Audit Scrutiny Panel (FASP) recently reviewed the 2011/12 budget position. This included an assessment of the status of delivering all budget savings included in the 2011/12 budget (c£3.6m in total). At this stage it has been identified that some savings may not be delivered and therefore this will be a pressure for the 12/13 budget.
Insurance Premiums	60	60	The Council's insurance arrangements were recently put out to tender. The resulting costs are higher than current budgets.
Second Homes	50	25	Essex County Council (ECC) has given notice that it wishes to terminate the arrangement whereby ECC passes 60% of the additional income received in respect of second homes discount to Colchester. ECC had indicated that an alternative arrangement may be put in place based which would see the contribution reduce to 40%. However, an offer has now been made based on 50% which will reduce the cost pressure to £25k.
Magistrates court		36	Cessation of service charge from HMCS when magistrates move out of Town Hall magistrates courts and into new building in April 2012. Magistrates Courts will not be in use pending work to explore options for its future. However, costs will be incurred for background heating, security lighting and responsive repair & maintenance in the meantime.

	Current allowance £'000	Updated allowance £'000	Comment
Elections		38	Most years when there are Borough Council elections there are other elections (e.g. County, European etc) at the same time and therefore the full cost of the elections can be shared. In 2012/13 there are no other elections planned and therefore the full costs will be met by Colchester and there will be no opportunity to claim back any of these costs. £38k is the additional cost for 2012/13 only.
Total	1,487	1,536	

7.2. There are also other potential cost pressures that will be need to be considered in the final budget report. These include costs related to the Core Strategy and also the new Community Infrastructure Levy (CIL). It may be possible to consider these costs alongside the confirmed New Homes Bonus for 2012/13.

8. Growth Items

8.1. The previous budget update to Cabinet in October included an allowance in respect of the food waste scheme. The table below now also includes two further proposals.

	Current allowance £'000	Updated allowance £'000	Comment
Food Waste	200	200	The Council has agreed to allocate funding for a food waste trial to start in 2011/12 for a period of 12 months. The impact of the trial will be assessed and consideration given to the expansion of the scheme to the wider borough. The costs involved in any proposals and benefits will need to be fully considered in due course, however, it is considered appropriate to include a budget provision at this stage of £200k. The actual cost will depend on extent and timetable for any rollout and also any contribution from partners.
Tour Series		40	In previous years funding for the Tour Series event has been identified after the budget has been set. Given the intention to continue promoting this event in Colchester it is proposed that a budget allocation of £40k be allocated. Where possible sponsorship and other contributions will be sought to minimise the contribution by the Council.
Olympic Torch Relay		30	One-off cost to provide crowd management, waste and clean-up, project management and promotional support for the London 2012 Olympic Torch Relay.
Total Growth Items	200	270	

9 Savings/Increased Income

Further budget savings

- 9.1. Budget saving proposals continue to be identified in line with the budget strategy. These include savings identified by service areas and as part of the Fundamental Service Review (FSR) process. The following table sets out the latest identified estimated savings. This shows an increase in savings resulting from a series of budget reviews across all services. At this stage the figures should be treated with caution. An initial exercise to assess the risk of delivering these savings has been carried out and final detailed proposals will be set out in the budget report to Cabinet in January.

	Current assumption	Updated assumption	
	£'000	£'000	Comment
One-off items	153	153	Adjustments for non recurring items.
Total Service Items	(629)	(1,474)	Includes savings already reported to Cabinet such as those in respect of the ICT contract and new proposals in respect of other efficiencies and income opportunities.
Fundamental Service Reviews	(426)	(426)	Based on further savings assumed in respect of the review of Street Services and Revenues and Benefits.
Total	(902)	(1,747)	

- 9.2. The significant level of savings required is likely to involve some one off costs and as such it will be necessary to provide for these within the budget forecast. An allowance was provided in balances of £600k as part of the 2011/12 budget and at this stage and at this stage it is assumed that this will remain sufficient for 2012/13. This assumption will be reviewed as part of the final budget proposals.

10. Council Tax

- 10.1. The budget forecast for Council Tax income is now based on a freeze in the level of Council Tax. The assumed increase in the Council Tax base (the equivalent number of Band D properties used for tax setting) has been revised to 0.9% based on a recent update. The tax base will be calculated and agreed in December and any changes to this forecast will be assessed within the final budget report.
- 10.2. As set out earlier the Government has set out that a grant equivalent to 2.5% of Council Tax revenue will be provided to authorities who do not increase the Council Tax rate in 2012/13. This grant is currently estimated to be £269k.

11. Summary and Risk and variables

- 11.1. As is common at this stage in the budget setting process there remain a number of key budget risks which include areas where information has not yet been released. The following table sets out the key issues and the current assumption used.

Risk / Variable	Current Budget Assumption	Comment / Timing
Grant Settlement	Cash reduction of 9% (£897k)	Announcement expected November / December
Other Government grants e.g.:- Benefit Admin grant Homelessness grant New Homes Bonus	Cash freeze Cash freeze Grant of £724k	Confirmation of grants expected soon with indications that the benefit grant will be cut by c£45k and that the New Homes Bonus will be significantly higher.
Confirmation of budget savings	As set out in report	Ongoing risk assessment and detailed consideration of proposed savings.
Fleet vehicle costs	No change on base budget figures	Procurement exercise to provide all the Council's vehicle requirements (including refuse) to be reported to Cabinet in January. It has been identified that there is potential budget pressure in respect of this item.
Completion of detailed budgets / Housing Revenue Account (HRA) recharges	Assumed all delivered as per budget allocation. No adverse impact on the charge to HRA.	Detailed budgets to be finalised and recharges calculated in December. There are a number of savings such as the new ICT contract where part of the saving will be passed to the HRA.
Confirmation of potential one off costs arising from budget proposals (incl. FSRs)	Agreed allocation from balances is estimated to remain sufficient to meet any costs.	Assessment of costs following confirmation of proposed budget savings.
Forecast balances position at 31 March 12	This note forecasts general balances of between circa £1.6m - £1.8m depending on 11/12 outturn	Continue monitoring of current year budget. Review position in December.
Links to capital programme	Budget proposals based on current programme.	Assess revenue impact of any proposed changes to capital programme.
Taxbase calculated	Assumed increase of 0.9%.	Taxbase determined in December

11.2. The above highlights the key risks and variables that may affect the budget forecast. Senior Management Team (SMT) and Leadership Team will continue to review these areas to minimise any potential impact and identify remedial action. At this stage it is considered prudent to continue to include a contingency against these and any other risk areas of £300k.

11.3. In summary, there is a currently a broadly balanced budget position although there remain a number of risk areas. SMT and Leadership Team are continuing to work through the outstanding areas of work and consideration of options to deliver a balanced budget will be detailed in the final budget report in January. These proposals will

include an update of the Medium Term Financial Forecast (MTFF) which will reflect any impact in future years arising from proposals to balance the 2012/13 budget.

12. Revenue Balances

- 12.1 The Local Government Act 2003 places a specific duty on the Chief Financial Officer (Head of Resource Management) to report on the adequacy of the proposed financial reserves when the budget is being considered. This section on Revenue Balances and the following section on Earmarked Reserves and Provisions, together with the attached appendices, address this requirement.
- 12.2 The Council is required to maintain a prudent level of revenue balances in order to ensure sufficient funding is available to meet cash flow requirements and urgent or emergency issues that may arise during a financial year.
- 12.3 The minimum level of revenue balances is determined through a Risk Management Analysis based on criteria recommended by the Chartered Institute of Public Finance and Accountancy and endorsed by the Audit Commission. The approach taken last year has been reviewed and updated.
- 12.4. Attached at Appendix B is a schedule detailing the risk analysis for the financial year 2012/13. The analysis concludes that the minimum revenue balances should be maintained for the time being at £1.5m. As this report shows there remain a number of potential risks and variables that need to be considered as part of the final budget report. The proposal on the recommended level of balances will be reviewed in the final budget report when the implications and details of items such as the grant settlement, budget savings and other variables will have been more fully assessed.
- 12.5. The balances assessment has always considered the impact of interest rates changes and other economic factors on the Council's budget. In addition within the budget risks the issue of the Council's Icelandic investments has been recognised.
- 12.6. The Council invested a total of £4m in Icelandic banks in September 2008, which suffered a default following the collapse of the Icelandic banking system. The impairments recognised in the 2010/11 accounts reflected the revised guidance issued by CIPFA in May 2011, which assumed that UK local authorities would secure preferential creditor status.
- 12.7. The test case appeal hearings took place in the Supreme Court of Iceland on 14 and 15 September 2011. It was announced at the end of October that the Icelandic Supreme Court has found in favour of UK local authorities' priority creditor status being retained. We await confirmation from the bank's winding up board that it will apply the Supreme Court decision to the non-test cases, and their intended next steps. It should be noted that the Council has followed accounting guidance on how the investment has been shown in our accounts. As such it should be emphasised that funds repaid in respect of these investments are not 'new money' and have already been accounted for.
- 12.8. Appendix C details the forecast revenue balances position. This includes assumptions regarding the use of balances and the current forecast outturn position against the 12/13 budget as explained below.
- 12.9. The report to FASP on 22 November 2011 sets out a number of forecast variances on the 2011/12 budget. In total, a forecast potential budget deficit of £262k is currently identified. A number of variables remain that could affect this position, both favourably and adversely. This position is under review with an aim to reduce any potential deficit.

As part of the final budget report in January the current year position will be reviewed. The potential impact on balances is shown at Appendix C based on delivering this year's outturn on budget and the position reported to FASP.

12.10. At this stage no proposals to use balances to support the 2012/13 budget are made. One-off costs may be necessary to deliver budget savings currently being assessed or to fund cost pressures.

13. Earmarked Reserves and Provisions

13.1 The Council maintains a number of earmarked reserves and provisions, which allows it to prudently plan for future expenditure requirements. As at 31 March 2011 earmarked reserves totalled £4.8m and provisions £0.4m.

13.2. As part of the budget process a review has been undertaken into the level and appropriateness of earmarked reserves and provisions. The review concludes that the reserves and provisions detailed in Appendix D remain appropriate and at a broadly adequate level. However, further detailed work is on-going to confirm this assumption and the position will be considered as part of the final budget report.

13.3. It is currently assumed that:-

- we continue to use the S106 reserve to support costs of staff involved in monitoring S106 agreements.
- the Capital Expenditure Reserve is used to meet the costs of the Minimum Revenue Provision in respect of the Community Stadium.
- the Pensions Provision is used to meet the additional cost arising from the triennial review.

14 Council Tax Discounts

14.1 The Local Government Act 2003 gives local billing authorities the ability to vary the discounts on second and empty homes.

14.2 In respect of second homes the discount can be set within the range of 10%-50% (currently set at 10%). In respect of long term empty properties the discount can be set in the range of 0%-50% (currently set at nil%).

14.3 The financial implications for second homes are that the revenue will be shared between Colchester Borough Council (CBC), Essex County Council (ECC), Essex Police Authority (EPA) and Essex Fire Authority (EFA). The actual monies raised will depend on the tax rates set by each body. An agreement has operated for a number of years with ECC for 60% of additional income due to the reduction in discount on second homes to be returned to CBC. ECC has given the Council notice that this arrangement will end at the end 2011/12. A new proposal has been made to split the income 50:50 with Essex County Council. This change is set out within the cost pressures section of this report.

14.4 In the case of empty properties, there is no financial gain to CBC as any change will be offset by a reduction in government grant. Any additional costs of administration will fall on the Council as the billing authority. However, the ability for the Council to set the level of discount can be used as an incentive to bring properties into occupancy sooner. It is worth noting that where a property becomes empty and unfurnished there is exemption from charge for up to a maximum of 6 months.

- 14.5. It is recommended that from 1 April 2012 the Council Tax discount for second homes be retained at 10% and the discount for long term empty properties be retained at nil, both as set last year.
- 14.6. Cabinet should also note that the Government has recently issued a consultation paper which discusses options in relation to the council tax liabilities of second home owners, and of the owners of empty properties, in England, including proposals which would require primary legislation. Any changes arising from this are not expected before April 2013.

15. Strategic Plan References

- 15.1. The Council has agreed three Corporate Objectives including the aim to “shift resources to deliver priorities”. The 2012/13 budget and the Medium Term Financial Forecast is underpinned by the Strategic Plan priorities and will seek to preserve and shift resources where needed to these priorities.
- 15.2. Proposals for the Strategic Plan for 2012 - 2015 will be reported to the Cabinet meeting alongside the 2012/13 budget proposals.

16. Consultation

- 16.1 The budget strategy report to Cabinet in July has been considered by the Strategic Overview and Scrutiny Panel on 19 July 2011. This Panel will also review the budget again on 13 December.
- 16.2. The final budget report will be considered by Finance and Audit Scrutiny Panel on 24 January.
- 16.3. A joint consultation has been undertaken to invite views on budget priorities and priorities for the new Strategic Plan that will be published next year. This consisted of a survey asking residents to identify the area they felt were most and least important in two categories:
- a) As a direct commissioner and provider of services
 - b) In areas of influence where we do not have direct control but can talk to key partners to help shape the Borough
- 16.4. The survey was available on the Councils website and hard copies were put in key locations including the Customer Service Centre and Libraries across the Borough. It was also sent to key organisations including all Parish Councils. Coverage in the local media helped to inform people of the consultation.
- 16.5. The full outcomes of this consultation will be reported to Strategic Overview and Scrutiny Panel on 13 December alongside the draft Strategic Plan for 2012 – 2015.
- 16.6. The consultation is helping to shape the details of the Strategic Plan and this budget
- 16.7. Statutory consultation on the budget is due to take place with business ratepayers in December / January.

17. Financial implications

- 17.1 As set out in the report.

18. Risk Management Implications

18.1 The strategic risks of the authority are being considered in developing the 2012/13 budget and all forecast savings/new income options are being risk assessed as part of the budget process.

19. Other Standard References

19.1 Having considered publicity, equality, diversity and human rights, community safety and health and safety implications, there are none that are significant to the matters in this report.

Background Papers

Report to Cabinet 12 October 2011 – 2012/13 Revenue Budget Update

2012/13 Budget Timetable	
Budget Strategy March 11 – July 2011	
March – June (SMT and Budget Group)	Budget Group Meetings Agreed Update MTFF /Budget Strategy Review potential cost pressures, growth and risks Consider approach to budget Initial budget reviews started
Cabinet – 13 July 11	<ul style="list-style-type: none"> • Report on updated budget strategy / MTFF • Timetable approved
SOSP – 19 July 11	Review Cabinet report
Budget Group / Leadership Team - June / July	Consider review of capital programme Consider approach to consultation
Detailed Budget preparation and Budget Setting Consultation	
Budget Group / Leadership Team regular sessions on progress / budget options now - December	Review budget tasks (the 5 tracks) Consider outcomes of Fundamental Service Reviews
Cabinet – 7 September 11	<ul style="list-style-type: none"> • Budget Update (moved to 12 October meeting)
Cabinet – 12 October 11	<ul style="list-style-type: none"> • Budget Update • Consultation
Cabinet – 30 November 11	<ul style="list-style-type: none"> • Budget update • Reserves and balances • Grant settlement
SOSP – 13 December 11	Review Cabinet report / Budget Position (Strategic Review)
FASP – 24 January 12	Review consultation / Budget position (Detailed proposals)
Cabinet – 25 January 12	Revenue and Capital budgets recommended to Council
Council – 22 February 12	Budget agreed / capital programme agreed / Council Tax set

REVIEW OF REVENUE BALANCES 2012/13

RISK MANAGEMENT ASSESSMENT

Introduction

A risk assessment has been undertaken to determine the prudent level of general fund balances as part of the 2012/13 budget process.

Background

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

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

The following table set out general fund balances over recent years:-

	£'000	
31 March 2007	2,708	(includes £902k to support 2007/08 budget)
31 March 2008	3,347	(includes £1,232k to support 2008/09 budget)
31 March 2009	2,891	(includes £1.17k to support 2009/10 budget)
31 March 2010	3,926	(includes £1.89m to support 10/11 budget)
31 March 2011	3,457	(includes £1.6m to support 11/12 budget)
31 March 2012 (estimated)	1,839	Based on being 'on budget' in 10/11

A thorough review of the balances position was reported to Cabinet as part of the 2011/12 budget exercise. This included a risk assessment to establish the minimum level, which was agreed at £1.5 million.

Risk Assessment

The risk assessment has been kept under review. The results of the current assessment are summarised in schedule 1. This shows the minimum level of balances being maintained at £1.5 million. It is then a matter of judgement whether it would be desirable to hold any further level of balances beyond this, or to seek to rebuild balances above this level to provide for future flexibility. The overall assessment will be considered in more detail as part of the final budget report.

The main issues to mention concerning the assessment are: -

- While the possible requirement to meet capital spending from revenue resources is still recognised as a potential risk the assessment is "nil" because of the current level of funds held in the capital expenditure reserve and the introduction of the Prudential Code.

- Investment income has been identified as a risk area. In last year's risk assessment this was classified as a "high risk" and due to the continuing uncertainty in the world economy this has been maintained for next year. It should though be noted that the budget includes a cost pressure of £300k in respect of reduced investment income.
- The assessment includes the risk that the VAT exemption limit will be exceeded with a consequent loss of recoverable VAT. Regular monitoring and active management of new schemes minimises this risk.
- Two risk areas have been removed from the assessment: pensions and concessionary fares:-
 - The concern over the funding of the pension fund had been shown as a £50k "low risk". As the increased contributions from the 2010 valuation have been built into the budget and MTFF it is considered appropriate to remove this.
 - The Council is no longer responsible for concessionary fares and therefore this has been removed from the assessment

Implications

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

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

In addition it is acknowledged that it may be necessary for balances to fall below the recommended level. Balances are provided to mitigate unbudgeted cost pressures and as such at times they may be used to provide temporary support to the Council's budget.

REVIEW OF REVENUE BALANCES 2012/13

RISK MANAGEMENT ASSESSMENT

Factor	Assessed Risk		
	High £'000	Medium £'000	Low £'000
Cash Flow	950		
Capital (nil given reserves and receipts)			0
Inflation		100	
Investment Income	150		
Trading Activities and fees and charges		200	
Emergencies		50	
Benefits			100
New Spending – legal commitments			100
Litigation		150	
Partnerships			100
VAT Exemption Limit			350
Budget Process		100	
Revenue impact of capital schemes			150
	1,100	600	800

Note: Areas removed from assessment: concessionary fares and pensions (both low risk)

	Minimum Provision
High Risk – 100%	1,100
Medium Risk – 50%	300
Low Risk – 10%	80
Sub Total	1,480
Unforeseen factors,	20
Recommended level	1,500

Note: detailed assessment to be updated as part of final budget report

**General Fund Balances
Current Position**

	£'000
Balance as at 31 March 2011 (As per Statement of Accounts)	3,457
Proposed use of balances during 2011/12:	
• Financing carry forwards – Proposed carry forward of 10/11 budgets	292
• Funds released in previous years carried forward to 11/12 (note 1)	169
• Supporting the 11/12 Budget (Note 2)	600
• Further Changes in 2011/12 (Note 3)	557
Projected Balances as at 31 March 2012	1,839
Agreed minimum balance	1,500
Potential Surplus Balances as at 31 March 2012	339
<i>Potential net budget shortfall 2011/12 (Note 4)</i>	262
<i>Potential Revised surplus (Note 4)</i>	77

Notes:

1. This includes previous approved releases from balances which have not yet been spent and the previously approved transfer of £205k from the insurance provision
2. It was agreed to earmark up to £600k from balances to support one off-costs required to deliver budget savings.
3. Includes allocations agreed by Cabinet for Firstsite legal fees and also the unallocated balance of funding from the New Homes Bonus grant received in 11/12.
4. The latest budget outturn forecast for 2011/12 reported to Finance and Audit Scrutiny Panel shows a potential shortfall of £262k. This therefore shows the impact if this position did occur.

Earmarked Reserves and Provisions

A. Earmarked Reserves

Reserve	Amount 31/03/11 £'000	Estimate 31/03/12 £'000	Comment
Renewals and Repairs (including Building Maintenance Programme)	1,734	1,500	Maintained for the replacement of plant and equipment and the maintenance of premises. Annual contributions are based upon the estimated renewal or repair cost, spread over the life of the asset.
Insurance	517	300	The budget proposals include an additional contribution of £150k towards these costs. To cover the self-insurance of selected properties. The balance of the fund is split with a proportion specifically identified as a provision against the cost of claims (see section B). The actuarial review carried out at the beginning of the year has identified this as a prudent level of reserve to hold in respect of the risks covered.
Capital Expenditure	1,362	1,062	Revenue provision to fund the capital programme. The reserve is fully committed to funding the current capital programme. However actual use of balance is dependent not only on progress of spending on approved capital schemes but also level of other resources, mainly capital receipts, received. This Reserve is also being used to support some financing costs of the Community Stadium
Asset Replacement Reserve	10	0	A reserve for the future replacement of vehicles and plant. The vehicle replacement policy has been reviewed. Revenue contributions to this reserve have now ceased and the funding is now sourced from the Council's Capital Programme.
Gosbecks	391	380	Maintained to provide for the development of the Archaeological Park. The main source of funding was a 'dowry' agreed on the transfer of land.
Heritage Reserve Mercury Theatre	5 234	0 250	Provision for the building's long term

Reserve	Amount 31/03/11 £'000	Estimate 31/03/12 £'000	Comment
Hollies Bequest	10	9	structural upkeep. Cabinet has agreed to use funds in this reserve to support roof repairs to the Mercury Theatre. This will be reflected in the final budget report. Provision for the upkeep of open space.
Section 106 monitoring	143	90	Required for future monitoring of Section 106 agreements. From 2010/11 onwards it has been agreed to use £70k from this reserve on an annual basis to support the budget.
Community Stadium - loan	35	0	This reserve was setup to match the loan provided to the stadium company. The loan is being repaid and it was agreed by the Portfolio Holder that this reserve was no longer required and it was agreed that it be used to support the funding of the car park refurbishment.
Revenue Grants unapplied	284	200	Under new accounting rules any grant received where there are no clear conditions that the grant is repayable if not spent now have to be transferred to this reserve. For all these grants proposals for use of the money exist and the funds are held in the reserve until the money is spent.
Building Control	29	0	The Building (Local Authority Charges) Regulations came into force on 1 April 2010. The new charges allow Building Control to more accurately reflect the cost of chargeable services. In any year there is therefore the likelihood of a balance on this account that must be assessed as part of ongoing charges.
	4,817	3,791	

B. Provisions

Reserve	Amount 31/03/11 £'000	Estimate 31/03/12 £'000	Comment
Insurance	384	300	This element of the fund is specifically set aside as a provision to meet the cost of identified claims including subsidence. It also includes a contingency for liable costs if a previous insurer, which has gone into administration, is unable to remain solvent.
	384	300	



Strategic Overview and Scrutiny Panel

Item
12

13 December 2011

Report of	Executive Director	Author	Ann Hedges ☎ 282212
Title	Strategic Plan 2012-2015		
Wards affected	All		

The Panel is invited to review the draft Strategic Plan 2012-15 and make any recommendations to Cabinet

1 Action required

- 1.1. To consider and comment upon the draft Strategic Plan 2009-2012, prior to its consideration by the Cabinet on 25 January 2012 and adoption by the full Council on 22 February 2012.

2 Reason for scrutiny

- 2.1. The Strategic Plan is one of the statutory elements of the Council's Policy Framework, as set out in Article 4 of the Council's Constitution. It must therefore be adopted by the full Council.
- 2.2. The Strategic Plan sets the framework for the Council's three-year Medium Term Financial Forecast and its Capital Programme. Both the Plan and the Budget will be debated at the same full Council meeting in February 2012.
- 2.3. The last Strategic Plan was published in February 2009 and runs to 2012. It now needs to be refreshed in the light of changing circumstances and expectations.

3 Background information

- 3.1. The current Strategic Plan expires at the end of this financial year and a new plan is required.
- 3.2. The new Strategic Plan is again focused on a few key areas. The main change is a recognition that there are two distinct areas where the Council has a role to play:
 - 3.2.1. The first 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.
 - 3.2.2. The second role is actual delivery of direct services either through our own resources or using others to provide services.

These two areas are now highlighted in the plan

- 3.3. The Strategic Plan sets out the framework of vision, and priority areas for action for the Council over the next 3 years in serving the communities in Colchester. Action plans will be developed within this framework.

4 Strategic Plan outline

- 4.1. The new Strategic Plan will replace the existing plan that expires on 31 March 2012.
- 4.2. The Strategic Plan has three levels of statements:

An overarching vision for the borough:

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

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

And a number of priority areas in two categories. These can be seen in the draft plan attached.

5 Consultation

- 5.1. The Council undertakes significant amounts of consultation every year and with a recognition of the information available from recent consultations and the need to demonstrate value for money, specific consultation for the Strategic Plan and the Budget Strategy for 2012/13 has been combined.
- 5.2. The main piece of consultation has been a survey that was made available on line, with hard copies placed in key locations including the Customer Service Centre and all Libraries in the Borough.
- 5.3. A press release was sent to all local media and a number of key organisations were notified of the consultation including Parish Councils. It was also emailed to all staff, recognising that many staff are also residents.

6 Publicity considerations

- 6.1. The development of the strategic plan and the consultation has already received useful and positive publicity. The Courier and on-line general surveys were covered in the local media as “residents get to have their say on authority’s proposals (and) to identify their personal priorities and tell the council where they want the budget to be spent.”
- 6.2. In terms of communicating the plan once agreed, we intend to make best use of online methods of distribution such as e-mail or web versions of the finalised Plan, as well as more traditional methods.

7 Financial implications

7.1. The financial implications of the action plans to deliver the priority areas for action within the plan are incorporated in the annual budgeting cycle and documents.

8 Equality, Diversity and Human Rights implications

8.1. A draft Equality Impact Assessment for the Strategic Plan is attached. The detail will be completed following the discussion at Strategic Overview and Scrutiny Panel in advance of Cabinet.

8.2. The communication strategy for the Plan will comply with the existing Council policies for access and availability in different formats.

8.3. The plan includes a priority about equality and diversity that meets the requirements of the new Equality Act

9 Community Safety implications

9.1. The Strategic Plan positively promotes Community Safety as it is identified as a priority area for action within the Strategic Plan.

10 Health and Safety implications

10.1. There are no Health and Safety implications of the Strategic Plan itself.

11 Risk Management implications

11.1. Individual action plans supporting the priority areas for action will be formally risk assessed and a risk management action plan prepared.

11.2. The absence of a Strategic Plan would create a significant risk of the Council failing to deliver on its core priorities.

Reference documents:

- Draft Strategic Plan 2009-12 (attached)
- Consultation report (attached)
- Draft Equality Impact Assessment (attached)

STRATEGIC PLAN 2012-15 SURVEY RESULTS

1. Summary

The percentages below show the proportion of respondents that selected the service or area of influence in question.

Top three services rated one of three most important:

1. Recycling and waste collection – 51%
2. Housing and homelessness – 34%
3. Parks and recreation – 28%

Top three services rated one of three least important:

1. Mayoral and civic duties – 71%
2. Working with the voluntary sector – 37%
3. Licensing – 22%

Top three areas of influence rated one of three most important:

1. Anti-social behaviour and crime – 49%
2. Affordable housing – 41%
3. Traffic and highways – 35%

Top three areas of influence rated one of three least important:

4. Arts and culture – 54%
5. Skills – 34%
6. Health inequalities – 27%

60% of respondents stated that they would not be prepared to have an increase in Council Tax to maintain some of the priority areas.

The data gathered from the personal questions indicated that the results of this survey are almost broadly representative of Colchester's resident population.

2. Methodology

Colchester Borough Council's Cabinet decided to base the Strategic Plan 2012-15 on local consultation and research work to ensure that it reflects the services which are most important to local people. The Cabinet was responsible for the questions posed and the categories used for services and areas of influence (see Appendix 1 for a copy of the paper survey).

Residents could get involved by picking up a survey at the Customer Service Centre in Angel Court, Leisure World or in Colchester libraries. Alternatively they could access the survey online. The consultation was open from Monday 19 September until Sunday 2 October 2011.

Overall there were a total of 243 survey responses and 79 (32.5%) of these were paper based, while the rest were online.

Some respondents had ticked more than the three requested services and/or areas of influence. So the answers to spoilt questions have been removed, but only for each spoilt sub-questions: 25 sub-questions from 21 respondents have been excluded from the results.

Of the 243 respondents, 48 left comments the online and paper survey. The general themes of these are listed in section 4 below.

3.Results: Ratings for most and least important services and areas of influence

3.1. Most and least important services by overall response (combined results)

Figure 1

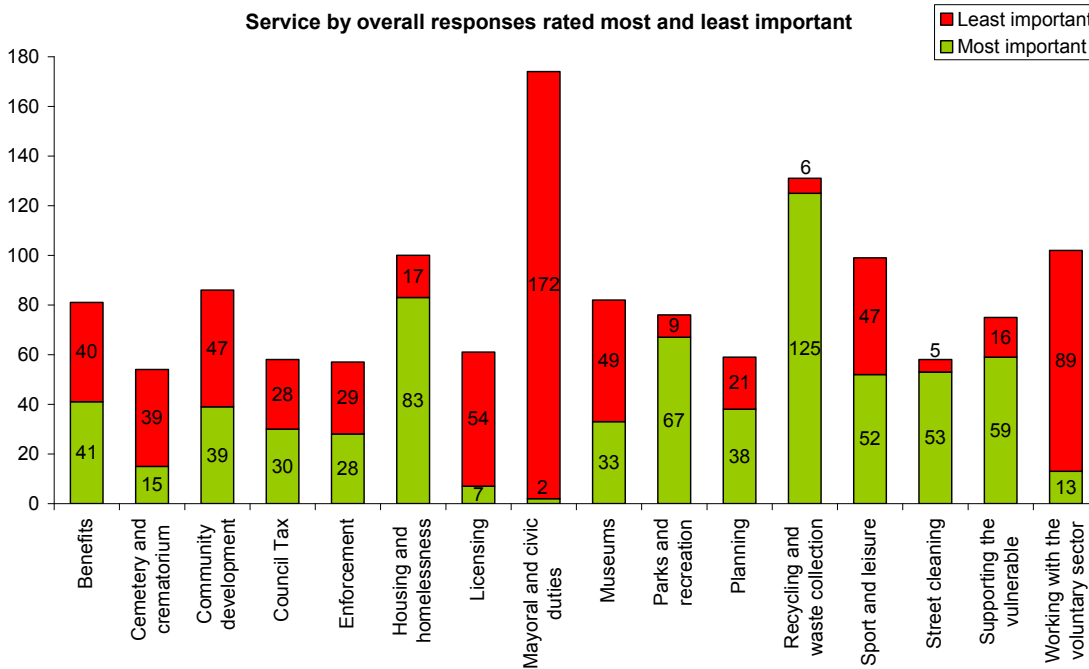


Figure 1 shows the overall positive and negative responses given for each service commissioned or provided¹. This gives an overall idea of public attitude to each service specified.

‘Recycling and waste collection’ had the highest number of positive responses at 125 over 6 negative ones. This was followed by ‘Housing and homelessness’ (83 positive responses against 17 negative ones).

‘Mayoral and civic duties’ had the highest number of negative responses (172 people considering it one of the three least important services) against 2 positive responses (those considering it one of the three most important services). This was followed by ‘Working with the voluntary sector’ with 89 negative responses against 13 positive ones.

¹ Positive = one of three most important services; Negative = one of three least important services.

3.2. Most and least important areas of influence by overall response (combined results)

Figure 2

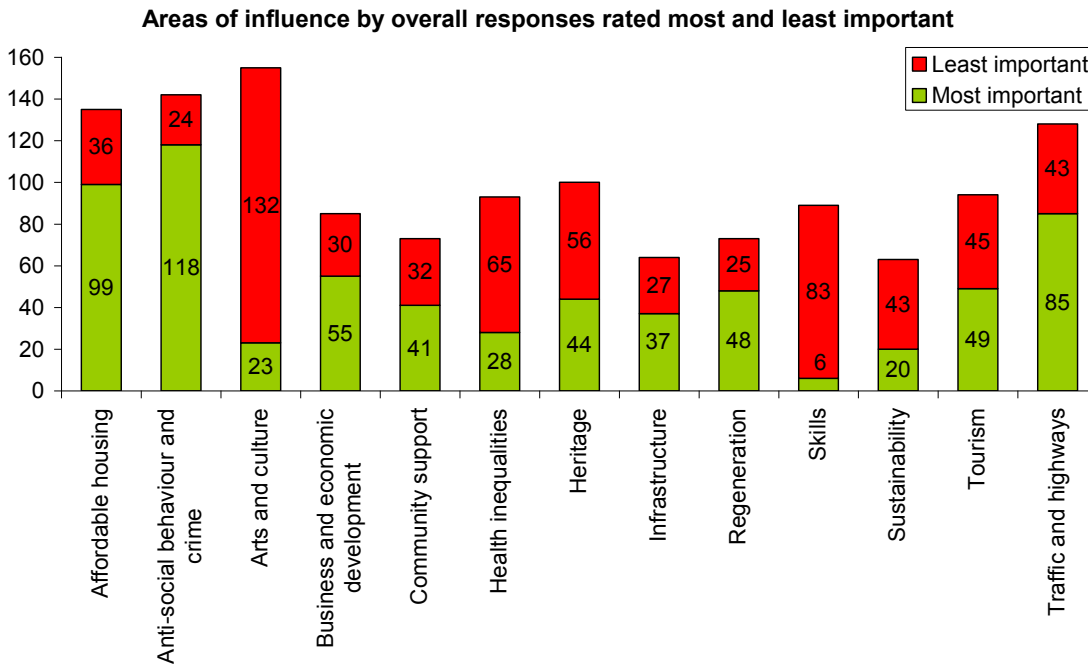


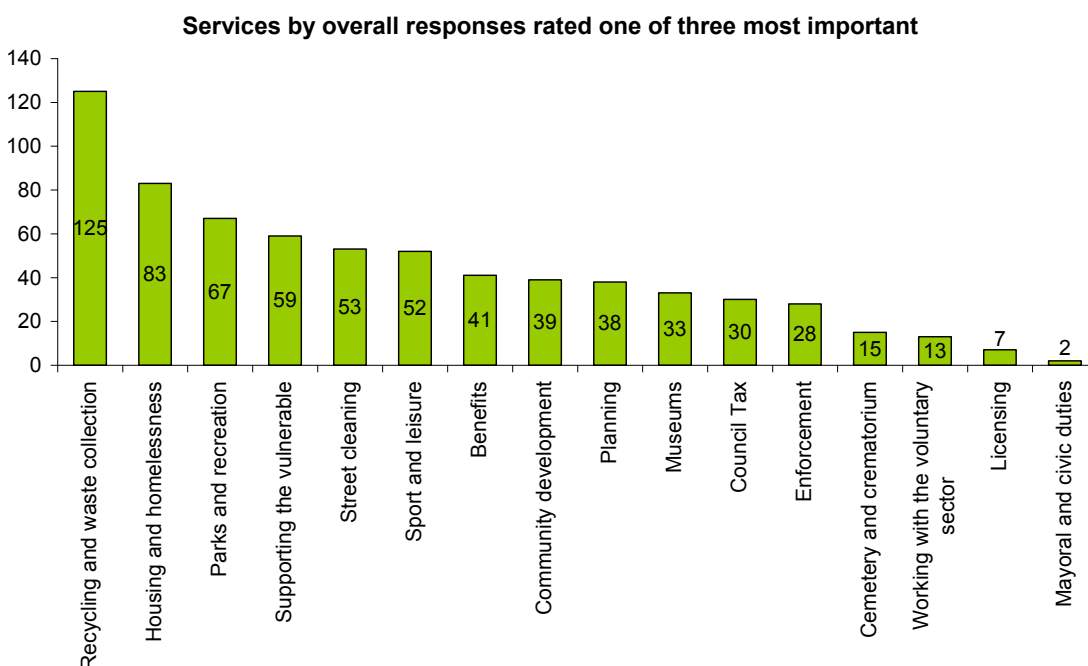
Figure 2 shows the overall positive and negative responses given for area that the Council can influence. This gives an overall idea of public attitude to each area specified.

‘Arts and culture’ had the highest number of negative responses at 132 against 23 positive responses. This was followed by ‘Skills’ with 83 negative responses against 6 positive ones.

‘Anti-social behaviour and crime’ had the highest number of positive responses at 118 over 24 negative ones. This was followed by ‘Affordable housing’ (99 positive responses against 36 negative ones).

3.3. Most important services by overall response (individual results)

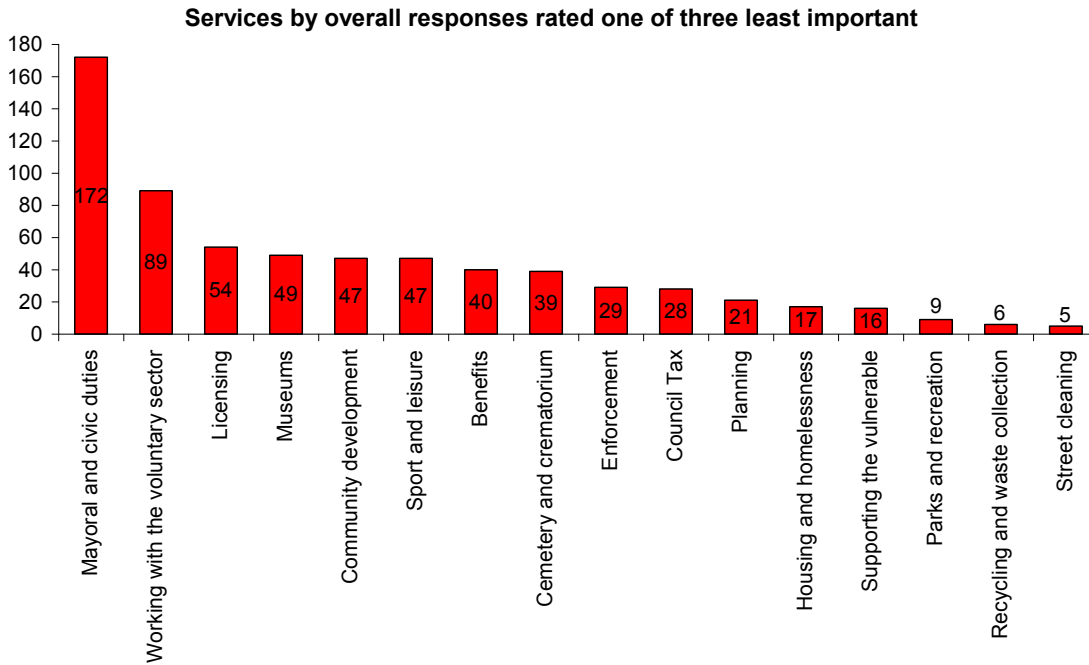
Figure 3



In relation to services by overall priorities (rated one of three most important services), 'Recycling and waste collection' came top with 125 respondents suggesting it was a priority, followed by 'Housing and homelessness' with 83 respondents and 'Parks and recreation' with 67 respondents.

3.4. Least important services by overall response (individual results)

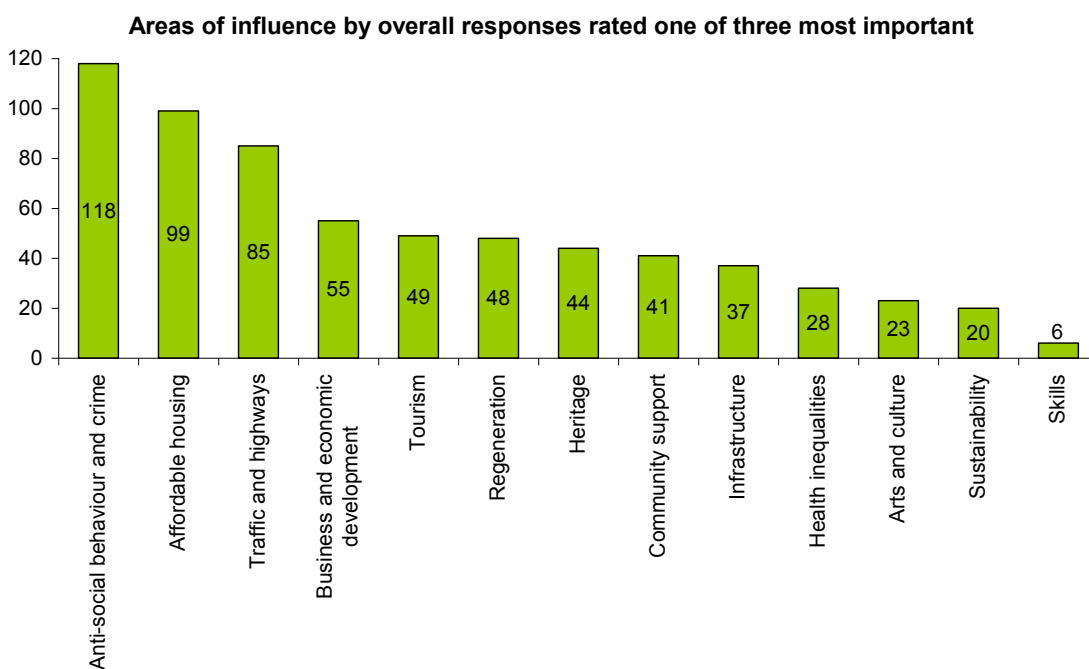
Figure 4



In relation to non-priority services (three least important), 'Mayoral and civic duties' was the least popular at 172 negative responses, followed by 'Working with the voluntary sector' at 89 and 'Licensing' at 54.

3.5. Most important areas of influence by overall response (individual results)

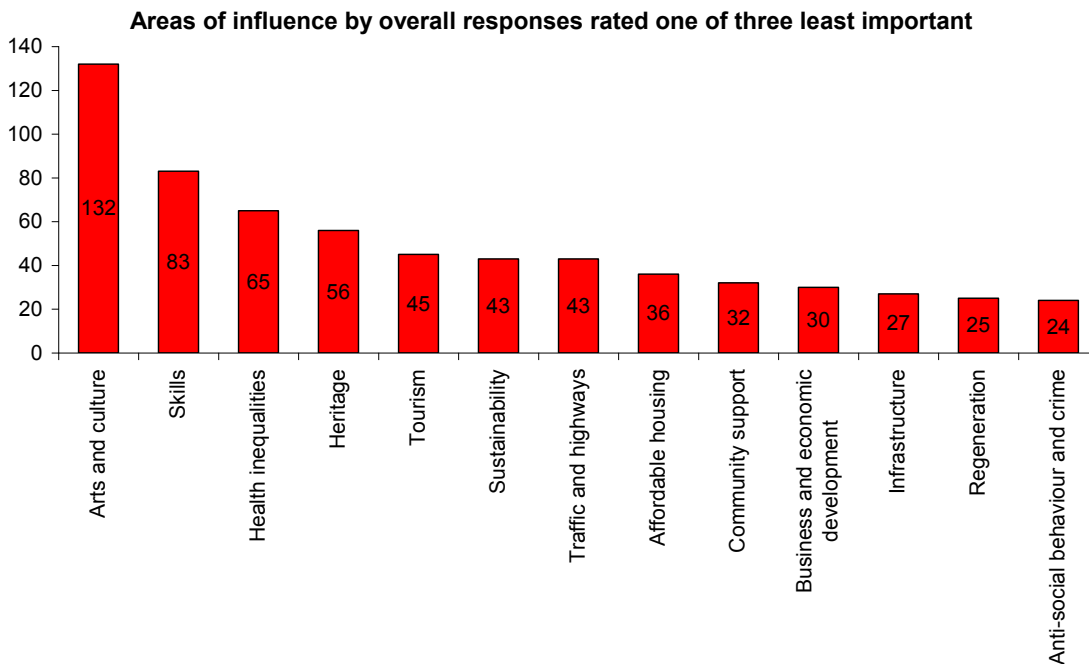
Figure 5



In relation to areas by overall priorities, 'Anti-social behaviour and crime' came top with 118 respondents suggesting it was a priority, followed by 'Affordable housing' with 99 respondents and 'Traffic and highways' with 85 respondents.

3.6. Least important areas of influence by overall response (individual results)

Figure 6



In relation to non-priority services, 'Arts and culture' was the least popular at 132 negative responses, followed by 'Skills' at 83 and 'Health inequalities' at 65.

4. Results: comments made – emergent themes

Themes were identified from the comments left by respondents and ordered into categories on the basis of volume, ie the number of comments relating to each theme. The themes are identified in sections 4.1 to 4.5 below. Most comments had both negative elements (ie concerns) as well as positive elements (ie suggestions for improvements) and very few contained only criticisms of particular Council decisions.

4.1. Future priorities or improvement suggestions – 19 respondents

Specific services or areas of influence

A large proportion of comments can be divided into themes around particular services or areas of influence. We have categorised these into the following themes outlined below. Most of these comments were quite wide-ranging.

Transport, roads and car parking

These comments ranged from a very specific criticism around the withdrawal of travel concession tokens to a more generic concern about traffic pollution.

“If the town is to thrive, which it does not at present, CAR PARKING must be a priority. ... Most people don't like busses, don't want busses and won't use busses. BUILD MORE CAR PARKING SPACES IN THE TOWN CENTRE.”

Local economy, sustainable development and planning

These comments ranged from speaking out against traveller sites to highlighting the importance of adequate infrastructure for sustainable development.

“There are too many houses being crammed into Colchester, and too few roads & amenities to go with them.”
“...In my view the critical factor is to ensure that development follows the infrastructure and provision of jobs. Fast growth puts unnecessary pressure on services of all kinds both in manpower and financial terms.”

Tourism, museums and heritage

These comments specifically argued in favour of maintaining the tourism, museums and heritage budgets.

Here are a couple of examples of comments on other priorities not listed above.

“I would like to see a continuation where we support the people of Colchester, especially those who need extra support. I believe that looking after the people of Colchester will reduce crime, and other problems associated with poverty. This in turn makes the town a better place to live, work, study and visit. I also realise that it is important to for Colchester to be economically sustainable.”

“The sport and leisure facilities across the borough need investment.”

General themes

A couple of respondents highlighted more general concerns around wasted opportunities (for instance P&R and parking on commercial/industrial estates), worries about privatisation of local services and the proposal to enable self-serving communities.

4.2. Poor decisions – 4 respondents

Very few comments were to do with what respondents felt were poor Council decisions. For instance, they consisted in criticisms with no suggestions for improvements around the annual cycle event, FirstSite and the planned food waste collection.

4.3. All services are important – 3 respondents

Very few respondents stated that they felt that all Council services were essential. However, it should also be noted that 15 respondents ticked more than three priority services and/or areas of influences, whereas only seven respondents ticked more than three non-priority services and/or areas of influences.

4.4. Financial and organisational aspects – 14 respondents

Financial aspects

Several respondents commented on the Council's costs, these themes are summarised below:

- Concern about a potential Council Tax rise
- Save costs of mayoral duties
- Save other unnecessary costs
- Find new revenue sources
- Encourage profit making services

“It isn't fair to have an increase in Council Tax when people are not getting a pay rise and while food is also getting more expensive every week.”
“Instead of cutting services budgets should be looked at carefully and management should earn their inflated wage packets.”
“...At the same time the Council must find brand new sources of revenue to replace those that have been lost or will be lost. We should aim to be self sufficient financially with unique forces for economic growth locally promoted.”

Organisational aspects

Very few respondents highlighted their concerns about more corporate aspects of the Council in particular about wasting resources by duplicating effort with partner organisations (eg police).

4.5. Survey design and methods, and engagement – 12 respondents

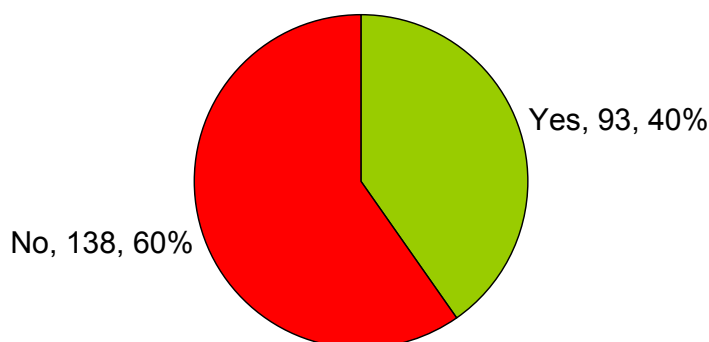
A number of respondents commented on the wording and design of the survey questions. For instance, particular criticism referred to the priority categories of services and areas of influence used and the limited scope of the survey, for instance, perceived incompleteness of the list of services to prioritise. Two respondents also raised concerns about the inclusion of statutory functions in the list of services.

“The lists presented do not reflect the full range of activities that the Council currently undertakes and so at the moment this looks like a skewed and unbalanced process.”
“This survey seems to be very narrow and limited in its scope. I hope that no serious decisions are going to be made on this basis; it is certainly not what I call public consultation.”

5. Results: Acceptance of rise in Council Tax

Figure 7

Would you be prepared to have an increase in Council Tax to maintain some of the priority areas?



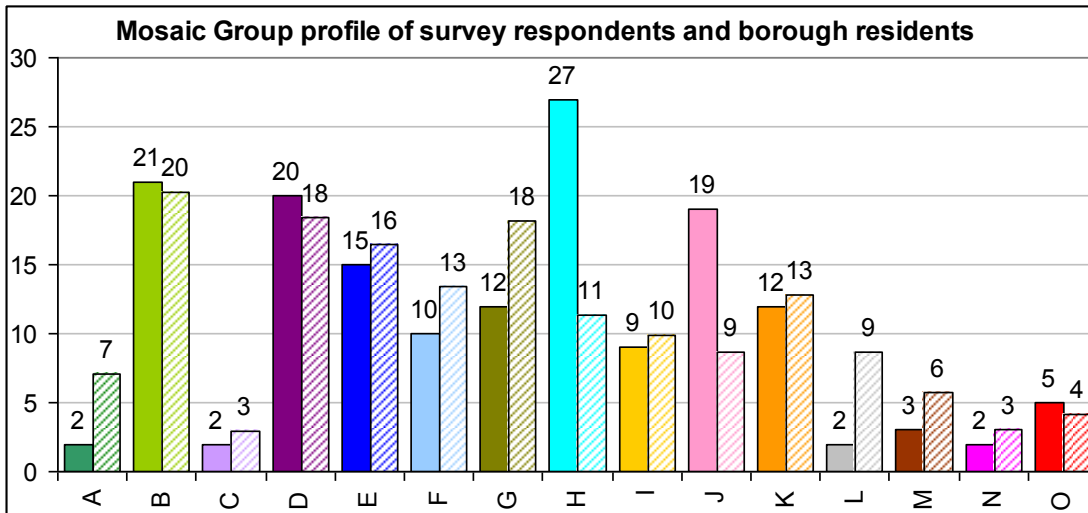
Of the 231 respondents that answered the Council Tax question, the majority (60%, 138) were against an increase in Council Tax.

6. Profile of respondents

Both the online survey form and the paper version asked respondents to answer four personal questions. These were optional questions and have been adopted corporately to help us monitor our Equality Framework. The results also help us to determine whether the answers and opinions provided are representative of all Colchester's residents.

6.1. Mosaic Groups

Figure 8



The respondents' postcodes were matched with Mosaic Groups to assess whether the survey was representative of all borough residents. The chart above shows the Mosaic profile of those respondents that provided us with a full postcode (168 out of 243), which were used to establish the socio-demographic characteristics of those respondents (161 valid Mosaic matches). Please note that a few of respondents included in the chart above actually live outside the borough.

Figure 8 illustrates that most of the major Mosaic Groups are represented in a roughly similar proportion (solid colour columns) compared to the proportion of the entire borough's population in each Mosaic group (striped columns). However, it also shows that some Groups including H 'Couples and young singles in small modern starter homes' and J 'Owner occupiers in older-style housing in ex-industrial areas' were overrepresented, whereas other Groups including G 'Young, well educated city-dwellers' and L 'Active elderly people living in pleasant retirement locations' were underrepresented.

6.2. Age of respondents

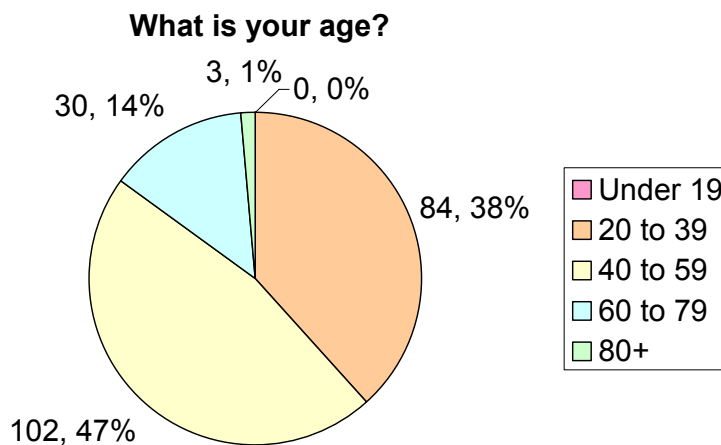


Figure 9

Of the 219 people answering this question, nearly half were aged between 40 and 59 years (47%, 102 people). A further 38% were aged between 20 and 39 years (84 people). Although this distribution is not necessarily representative of the population, it is a higher percentage of younger respondents than is usually recorded for a survey of this nature.

6.3. Ethnicity

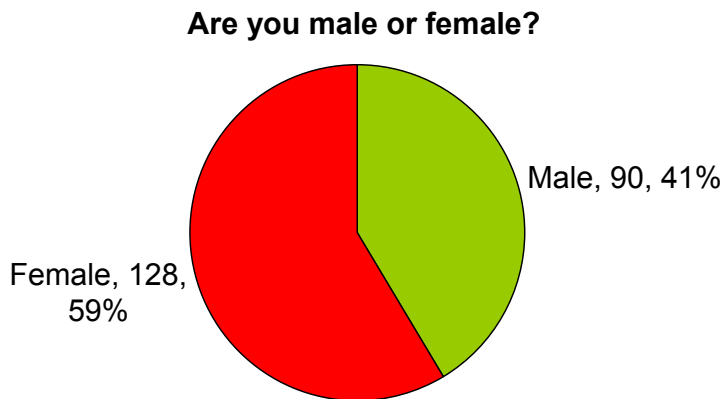
Table 1

What is your ethnicity?	Count	Fraction
Asian or Asian British	3	1.4%
Black or Black British	0	0.0%
Chinese	1	0.5%
Mixed	2	0.9%
White	206	95.4%
Other ethnic group	4	1.9%
Total	216	

A total of 216 people responding to the survey also stated which ethnic category they place themselves in. The vast majority of respondents classified themselves as 'White' (206 people, 95.4%). A remaining 4.6% classified themselves in an ethnic minority group, as can be seen in the table above. The 2007 experimental ethnicity estimates for Colchester indicate that 92.1% of residents are 'White' and 7.9% from an ethnic minority group (eg Black or Black British 1.4%). This means that overall ethnic minority groups were slightly underrepresented, including no representation at all from Black or Black British residents.

6.4. Gender

Figure 10

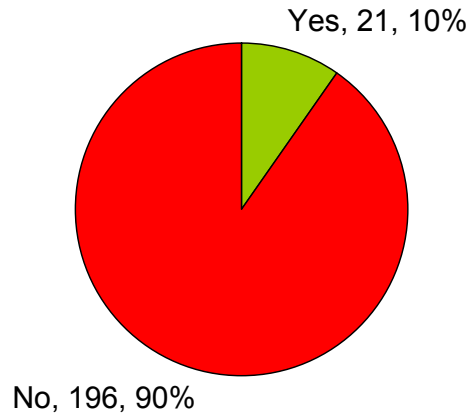


There were 218 people answering this question. More females than males replied to the survey (59%, 128 females versus 41%, 90 males) but it is roughly similar to the gender split within Colchester Borough (50% female versus 50% male).

6.5. Disability

Figure 11

Do you have a long-term illness, health problem or disability which limits your daily activities?



Respondents were asked whether they saw themselves as disabled. Of the 217 people answering this question, 10% stated that they did have a limiting long-term illness. This is slightly less than the 16% of residents across the borough as reported in the 2001 Census, indicating that these results are almost representative of the Colchester population.

APPENDICES

Appendix 1 – Paper survey



Your Colchester - Your Priorities

Colchester Borough Council is looking at what its priorities should be for the next three years and how to allocate the resources that need to support these priorities with further reductions in our budget.

We would like to ask you what you think the priorities should be and how your Council Tax should be spent. The Council works in two ways:

- As a direct commissioner and provider of services; *and*
- In areas of influence where we do not have direct control but can talk to key partners to help shape the Borough.

We would like you to tell us what you think are the three most important and the three least important services and areas of influence.

Please tick the three most important and the three least important services that we commission or provide.

	Three most important	Three least important
Benefits	<input type="checkbox"/>	<input type="checkbox"/>
Cemetery and crematorium	<input type="checkbox"/>	<input type="checkbox"/>
Community development.....	<input type="checkbox"/>	<input type="checkbox"/>
Council Tax.....	<input type="checkbox"/>	<input type="checkbox"/>
Enforcement.....	<input type="checkbox"/>	<input type="checkbox"/>
Housing and homelessness	<input type="checkbox"/>	<input type="checkbox"/>
Licensing	<input type="checkbox"/>	<input type="checkbox"/>
Mayoral and civic duties	<input type="checkbox"/>	<input type="checkbox"/>
Museums	<input type="checkbox"/>	<input type="checkbox"/>
Parks and recreation	<input type="checkbox"/>	<input type="checkbox"/>
Planning.....	<input type="checkbox"/>	<input type="checkbox"/>
Recycling and waste collection.....	<input type="checkbox"/>	<input type="checkbox"/>
Sport and leisure	<input type="checkbox"/>	<input type="checkbox"/>
Street cleaning.....	<input type="checkbox"/>	<input type="checkbox"/>
Supporting the vulnerable.....	<input type="checkbox"/>	<input type="checkbox"/>
Working with the voluntary sector.....	<input type="checkbox"/>	<input type="checkbox"/>

Please tick the three most important and the three least important areas that we can help to influence.

	Three most important	Three least important
Affordable housing	<input type="checkbox"/>	<input type="checkbox"/>
Anti-social behaviour and crime	<input type="checkbox"/>	<input type="checkbox"/>
Arts and culture	<input type="checkbox"/>	<input type="checkbox"/>
Business and economic development.....	<input type="checkbox"/>	<input type="checkbox"/>
Community support	<input type="checkbox"/>	<input type="checkbox"/>
Health inequalities	<input type="checkbox"/>	<input type="checkbox"/>
Heritage.....	<input type="checkbox"/>	<input type="checkbox"/>
Infrastructure	<input type="checkbox"/>	<input type="checkbox"/>
Regeneration.....	<input type="checkbox"/>	<input type="checkbox"/>
Skills	<input type="checkbox"/>	<input type="checkbox"/>
Sustainability	<input type="checkbox"/>	<input type="checkbox"/>
Tourism	<input type="checkbox"/>	<input type="checkbox"/>
Traffic and highways	<input type="checkbox"/>	<input type="checkbox"/>

Do you have any other comments?

Would you be prepared to have an increase in Council Tax to maintain some of the priority areas?

Yes

No.....

About Yourself

The following questions are optional but will help us to make sure that the right services are reaching the right people at the right time. To help us to make sure we are doing this correctly it would be helpful if you would answer these questions about yourself. Some of the questions may feel a little personal, but the information we collect will remain confidential and will comply with the Data Protection Act 1998.

What is your postcode?

What is your age?

- Under 19
- 20 to 39
- 40 to 59
- 60 to 79
- 80+

Are you male or female?

- Male
- Female

What is your ethnicity?

- Asian or Asian British
- Black or Black British
- Chinese
- Mixed
- White
- Other ethnic group

Do you have a long-term illness, health problem or disability which limits your daily activities?

- Yes
- No

Thank you for completing this questionnaire.

Colchester Borough Council

Equality Impact Assessment Form - An Analysis of the Effects on Equality

A joint consultation was undertaken to invite views on budget priorities and priorities for the Strategic Plan 2012-15 that will be published in 2012. This consisted of a survey asking residents to identify the area they felt were most and least important in two categories:

- a) As a direct commissioner and provider of services
- b) In areas of influence where we do not have direct control but can talk to key partners to help shape the borough.

The survey was available on the Council's website and hard copies were put in key locations including the Customer Service Centre and Libraries across the borough. It was also sent to key organisations including all Parish Councils. Coverage in the local media helped to inform people of the consultation. The full outcomes of this consultation will be reported to Strategic Overview and Scrutiny Panel on 13 December 2011 alongside the draft Strategic Plan for 2012–15. The consultation is helping to shape the details of the Strategic Plan and the budget.

This EQIA is being developed alongside the Strategic Plan 2012-15 as this proceeds through the decision-making process, and as the final wording is agreed.

Name of policy, service or strategy to be assessed:

- Strategic Plan 2012-15

1. What is the main purpose of the policy, service or strategy?
 - The Strategic Plan 2012-15 sets out the overall direction of the borough and the Council for the next three years.

2. What main areas or activities does it cover?

- All Council areas and activities.

3. Who are the main audience, users or customers who will be affected?

- All residents, businesses and visitors.

4. What outcomes do you want to achieve from the policy, service or strategy?

- To achieve the Council's vision of Colchester, the place to live, learn, work and visit.

5. Are other service areas or partner agencies involved in delivery? If so, please give details below:

- The Strategic Plan 2012-15 sets out the two major roles which it has in the lives of people and businesses. One of these key roles is to influence others in a range of functions, where the Council does not have direct responsibility for delivery.

6. Does the policy, service or strategy help to further or facilitate to our 'general duty'² to:

(a) eliminate unlawful discrimination, harassment and victimisation?

(b) advance equality of opportunity between people who share a 'protected characteristic'³ and those who do not?

(c) foster good relations between people who share a protected characteristic and those who do not?

- Yes. The Strategic Plan 2012-15 has a general aim to create opportunities for all its residents. It also has a specific priority to support the more vulnerable groups. This priority will be underpinned by a range of SMART (specific, measurable, achievable, realistic, timely) actions as the action plan for the Strategic Plan is developed.

89

7. If you answered 'yes' to any of the sections in Question 6 (above), please complete the following in order to identify how the policy, practice or strategy furthers the aim of the 'general duty':

This section will be completed following the discussions at Strategic Overview and Scrutiny Panel on 13 December 2011.

'Protected characteristic' group	How does it help to 'eliminate unlawful discrimination, harassment and victimisation'?	How does it help to 'advance equality of opportunity between people who share a protected characteristic and those who do not'?	How does it help to 'foster good relations between those who share a protected characteristic and those who do not'?

² these 3 points summarise the 'general duty' as it applies to public sector organisations in the Equality Act 2010

³ The Equality Act's 'protected characteristics' include age, disability, gender reassignment, pregnancy and maternity, race, religion or belief and sex and sexual orientation. It also covers marriage and civil partnerships, but not for all aspects of the duty.

'Protected characteristic' group		How does it help to 'eliminate discrimination, harassment and victimisation'?	How does it help to 'advance equality of opportunity between people who share a protected characteristic and those who do not'?	How does it help to 'foster good relations between those who share a protected characteristic and those who do not'?
Age	Older people (60+)			
	Younger people (17-25) and children (0-16)			
Disability	Physical			
	Sensory			
	Learning			
	Mental health issues			
	Other – <i>please specify</i>			
Ethnicity ⁴	White			
	Black			
	Chinese			
	Mixed Ethnic Origin			
	Gypsies/ Travellers			
Language	Other – <i>please state</i>			
	English not first language			
Pregnancy and Maternity	Women who are pregnant or have given birth in last 26 weeks			
Religion or Belief	People with a religious belief (or none) ⁵			
Sex	Men			
	Women			
	Transsexual / gender reassignment			
Sexual Orientation	Lesbian, gay and bisexual			

⁴ Census 2011 categories are: Bangladeshi, Indian, Pakistani, Other Asian (Asian or Asian British); African, Caribbean, Other Black (Black or Black British); White and Black African, White and Asian, White and Black Caribbean (Mixed); British, Irish; Other White (White); Chinese, Other (Other ethnic group).

⁵ For example, Buddhist, Christian, Hindu, Jewish, Muslim, Sikh or no religious belief.

'Protected characteristic' group		How does it help to 'eliminate discrimination, harassment and victimisation'?	How does it help to 'advance equality of opportunity between people who share a protected characteristic and those who do not'?	How does it help to 'foster good relations between those who share a protected characteristic and those who do not'?
Marriage and Civil Partnership ⁶	People who are single, married or in a civil partnership		not applicable	not applicable

⁶ Our legal duty in respect of 'marriage or civil partnership' extends only to the need to eliminate unlawful discrimination.
- Page 20 of 23 -

8. Are there any concerns that the policy, service or strategy could have a differential impact in terms of equality?

- No.

Please use the table below to indicate how the policy, service or strategy could have a positive or negative effect on any of the following equality groups (known under the Equality Act as ‘protected characteristics’). Include reference to any consultation, data or information that you have used in making this assessment about positive or negative effects.

This section will be completed following the discussions at Strategic Overview and Scrutiny Panel on 13 December 2011.

‘Protected characteristic’ group		Positive Impact	Explain how it could benefit the group	Negative Impact	Explain how it could disadvantage the group
Age	Older people (60+)				
	Younger people (17-25) and children (0-16)				
Disability	Physical				
	Sensory				
	Learning				
	Mental health issues				
	Other – please specify				
Ethnicity	White				
	Black				
	Chinese				
	Mixed Ethnic Origin				
	Gypsies/ Travellers				
	Other – please state				
Language	English not first language				
	Women who are pregnant or have given birth in last 26 weeks				

'Protected characteristic' group	Positive Impact	Explain how it could benefit the group	Negative Impact	Explain how it could disadvantage the group
Religion or Belief		People with a religious belief (or none)		
Sex		Men		
		Women		
		Transsexual / gender reassignment		
Sexual Orientation		Lesbian, gay and bisexual		
Marriage and Civil Partnership		People who are single, married or in a civil partnership		

9. Could the policy, service or strategy discriminate⁷ against any 'protected characteristic', either directly or indirectly?

This section will be completed following the discussions at Strategic Overview and Scrutiny Panel on 13 December 2011.

93

10. If you have identified any negative impacts above, have you been able to minimise or remove them, and if so, how?

This section will be completed following the discussions at Strategic Overview and Scrutiny Panel on 13 December 2011.

⁷ Direct discrimination occurs when a person is treated less favourably than another in a comparable situation because of their 'protected characteristic' whether on grounds of age, disability, pregnancy and maternity, ethnicity, religion or belief; sex (gender), sexual orientation, or Marriage and Civil Partnership. Indirect discrimination occurs when an apparently neutral provision or practice would nevertheless disadvantage people on the grounds of their 'protected characteristic' unless the practice can be objectively justified by a legitimate aim.

Summary and findings of Initial Equality Impact Assessment – screening stage

11. Please put a tick in the relevant box to confirm your findings, and what the next step is:

Findings	Action required
No likely negative impacts have been identified and this has been justified with reference to consultation, data or information. <input type="checkbox"/>	Sign off screening and finish.
Likely negative impacts have been identified but have been minimised or removed. <input type="checkbox"/>	Sign off screening and finish.

12. Name and job title of person completing this form:

- Ann Hedges

13. Date of completion:

- February 2012

14. Date for update or review of this screening:

- February 2015 or when the Strategic Plan is reviewed

Our customers...

A Leisure World customer

At the age of 85 John Guth learnt to swim for the first time at Leisure World Colchester. Before his lessons John hadn't been in a swimming pool since 1942. Asked about his lessons John said *"They are superb. There is no so much going on here that there is no excuse for anyone not to benefit from Leisure World"*



A visitor to one of our museums

Our museum school sessions enable students to investigate and challenge their ideas about the world around them and explore new and existing areas of learning.
A Teacher's view "Seeing the museum collections has made the subject seem 'real' and come alive for my class. The topic we covered during our visit fired their enthusiasm and resulted in them being more engaged in their work, an excellent 'kick-start' for our new school project."

An eco-friendly family

The Council's Eco-SOS campaign, to improve the energy efficiency of my home, has been inspirational to all in our family. The involvement of our children in the energy saving competition has helped toward a legacy of understanding that I know will make them eco-friendly in years to come. I thank Colchester Borough Council for its support, which has helped me keep our home's energy costs and consumption to one of the lowest in Colchester. I'm looking forward to low bills this winter!



Colchester

LIVE LEARN WORK VISIT

Strategic Plan



Colchester Borough Council performs two major roles in the lives of people and businesses

This is the overall direction of the Borough and the Council for the next three years

Vision

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

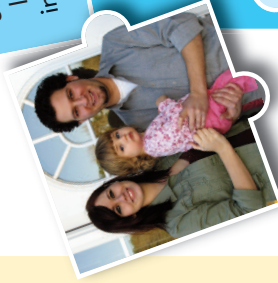
Colchester as a vibrant Borough with a bright future wants to be known for:

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

Leading our communities

The first 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.

Regenerating our Borough through buildings, employment, leisure and leisure infrastructure



Promoting sustainability and reducing congestion

Bringing to investment the Borough

Improving opportunities for local business and retail to thrive

Showing tolerance and changing behaviours to create better local communities

Working in partnerships to help tackle health and crime issues

Giving local people the chance to improve their skills

Supporting tourism, heritage and the arts



Reducing, reusing and recycling our waste



Supporting the more vulnerable groups



Providing sport and leisure for all, alongside good quality green spaces and play areas

Delivering an efficient benefits services



Improving our streets and local environment



Tackling anti-social behaviour and using enforcement to support priorities

Providing more affordable homes across the Borough

Engaging with the voluntary sector



Enabling local communities to help themselves

Delivering high quality, accessible services

The second role is actual delivery of direct services either through our own resources or using others to provide services.



LIVE
LEARN
WORK
VISIT



Strategic Overview and Scrutiny Panel

Item
13

13 December 2011

Report of	Scrutiny Officer	Author	Robert Judd
Title	Work Programme 2011-12		Tel. 282274
Wards affected	Not applicable		

**This report sets out the 2011-12 Work Programme for the
Strategic Overview and Scrutiny Panel**

1. Action Required

1.1 The Panel is asked to consider and comment on the 2011-12 work programme.

2. Reason for Action

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

3. Additional item / meeting

3.1 The Sport and Leisure Services Fundamental Services Review, cancelled from the meeting on 1 November has been rearranged for the meeting on 14 February 2012.

4. Outstanding Items for review

4.1 The following items will be scheduled in due course, the review of the Customer Strategy and the Street Services implementation of the FSR Business Case.

Meeting date / reviews	Portfolio	Strategic Plan Priority achievements
<p>19 July 2011</p> <ol style="list-style-type: none"> 1. Budget Strategy, Timetable and MTF 2. Review of the Arts 3. Trial - doorstep collection of food waste (pre scrutiny) 	<p>Leader & Strategy / Resources and ICT</p> <p>Commerce and Sustainability</p> <p>Street and Waste</p>	
<p>30 August 2011</p> <ol style="list-style-type: none"> 1. Safer Colchester Partnership (Crime and Disorder Committee) 	<p>Housing and Community Safety</p>	
<p>11 October 2011 (extra) (The Old Library)</p> <ol style="list-style-type: none"> 1. Consultation response – Business Rates Reform (Resolution to Cabinet 12-10-11) 	<p>Resources and Heritage</p>	
<p>25 October (replaces 20 September 2011)</p> <p>Colchester Borough Homes – Fundamental Service Review</p>	<p>Housing and Community Safety</p>	
<p>1 November 2011 (meeting cancelled)</p> <ol style="list-style-type: none"> 1. Sport and Leisure - Fundamental Services Review (to be re-arranged) 	<p>Communities and Diversity</p>	
<p>29 November 2011 (extra meeting)</p> <ol style="list-style-type: none"> 1. An overview of the St Botolph's Regeneration project 	<p>Renaissance</p>	

<p>13 December 2011</p> <ol style="list-style-type: none"> 1. Review of the Budget Strategy 2. 2011-12 6-monthly Performance report 3. Strategic Plan Action Plan 2012-15 	<p>Leader & Strategy / Resources & Heritage Leader & Strategy</p>			
<p>10 January 2012</p> <ol style="list-style-type: none"> 1. Public Transport in the Borough 	<p>Renaissance / Street and Waste</p>	<p><u>Congestion Busting:</u> A12 junction has been delivered ahead of schedule Planning application for a Park and Ride has been submitted. <u>Reduce, Reuse and Recycle:</u> Carbon emissions have been reduced by 987 tonnes per annum. Partnership working to deliver a county wide approach to reuse household items and materials is in progress. 87% of Colchester's schools are now registered with Eco-Schools compared with only 3% five years ago.</p>	<p><u>Community Development</u> Work with communities to release resources to deliver a range of community facilities continues with a number of specific projects underway. A number of key activities undertaken to increase skills and reduce worklessness including training and skills development.</p>	
<p>14 February 2012</p> <ol style="list-style-type: none"> 1. Review of Colchester Community Stadium Limited - Chief Executive, Chair David Murthwaite to attend 2. Sport and Leisure - Fundamental Services Review 	<p>Communities Diversity</p>			
<p>20 March 2012</p>				

