

Cabinet Meeting

**Grand Jury Room, Town Hall, High Street,
Colchester, CO1 1PJ
Wednesday, 06 September 2017 at 18:00**

The Cabinet deals with the implementation of all Council services, putting into effect the policies agreed by Full Council and making recommendations to Full Council on policy issues and the budget.

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COLCHESTER BOROUGH COUNCIL
Cabinet
Wednesday, 06 September 2017 at 18:00

Members:

Leader and Chairman Councillor Paul Smith (Liberal Democrats)
 Councillor Tina Bourne (Labour)
 Councillor Mark Cory (Liberal Democrats)
 Councillor Annie Feltham (Liberal Democrats)
 Councillor Dominic Graham (Liberal Democrats)
 Councillor Mike Lilley (Labour)
 Councillor Beverley Oxford (The Highwoods Group)
 Councillor Tim Young (Labour)

AGENDA - Part A
(open to the public including the press)

Members of the public may wish to note that Agenda items 1 to 5 are normally brief.

1 Welcome and Announcements

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

2 Urgent Items

To announce any items not on the agenda which the Chairman has agreed to consider because they are urgent, to give reasons for the urgency and to indicate where in the order of business the item will be considered.

3 Declarations of Interest

The Chairman to invite Councillors to declare individually any interests they may have in the items on the agenda. Councillors should consult Meetings General Procedure Rule 7 for full guidance on the registration and declaration of interests. However Councillors

may wish to note the following:-

- Where a Councillor has a disclosable pecuniary interest, other pecuniary interest or a non-pecuniary interest in any business of the authority and he/she is present at a meeting of the authority at which the business is considered, the Councillor must disclose to that meeting the existence and nature of that interest, whether or not such interest is registered on his/her register of Interests or if he/she has made a pending notification.
- If a Councillor has a disclosable pecuniary interest in a matter being considered at a meeting, he/she must not participate in any discussion or vote on the matter at the meeting. The Councillor must withdraw from the room where the meeting is being held unless he/she has received a dispensation from the Monitoring Officer.
- Where a Councillor has another pecuniary interest in a matter being considered at a meeting and where the interest is one which a member of the public with knowledge of the relevant facts would reasonably regard as so significant that it is likely to prejudice the Councillor's judgement of the public interest, the Councillor must disclose the existence and nature of the interest and withdraw from the room where the meeting is being held unless he/she has received a dispensation from the Monitoring Officer.
- Failure to comply with the arrangements regarding disclosable pecuniary interests without reasonable excuse is a criminal offence, with a penalty of up to £5,000 and disqualification from office for up to 5 years.

4 Minutes

To confirm as a correct record the minutes of the meeting held on 9 August 2017.

09-08-17

7 - 14

5 Have Your Say!

a) The Chairman to invite members of the public to indicate if they wish to speak or present a petition at this meeting – either on an item on the agenda or on a general matter relating to the terms of reference of the Committee/Panel 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 relating to the terms of reference of the Committee/Panel not on this agenda.

- 6 **Call-In Procedure**
To consider any items referred by the Scrutiny Panel under the call-in procedure. At the time of the publication of this agenda, there were none.
- 7 **Strategy**
- 7(i) **North Essex Garden Communities- Progress to date and key developments** 15 - 30
See report of Strategic Director, Policy and Place
- 8 **Commercial Services**
- 8(i) **Hythe Development Proposals** 31 - 34
See report of Strategic Director of Policy and Place
- 9 **Business and Culture**
- 9(i) **Year End Performance Report including progress on Strategic Plan Action Plan** 35 - 68
See report of Assistant Director (Policy and Corporate)
- 10 **Resources**
- 10(i) **2016/17 Year End Review of Risk Management** 69 - 96
See report of Assistant Director Policy & Corporate
- 11 **Customers**
- 11(i) **Local Government & Social Care Ombudsman – Annual Review Letter 2016/2017** 97 - 104
See report of Monitoring Officer
- 12 **General**
- 12(i) **Progress of Responses to the Public** 105 - 106
See contents of the progress sheet.

13 Exclusion of the Public (Cabinet)

In accordance with Section 100A(4) of the Local Government Act 1972 and in accordance with The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 to exclude the public, including the press, from the meeting so that any items containing exempt information (for example 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).

Part B

(not open to the public including the press)

14 Minutes (Part B)

To approve the not for publication extract from the minutes of the meeting held on 9 August 2018.

<p style="text-align: center;">CABINET 9 August 2017</p>
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Present: - Councillor Smith (Chairman)
Councillors Bourne, Feltham, Lilley, B. Oxford, J. Scott-Boutell and T. Young

Also in attendance: - Councillors Davies, Jarvis, L. Scott-Boutell, Willetts and J. Young.

185. Urgent Item

Councillor Smith, Leader of the Council and Portfolio Holder for Strategy as Chairman of the meeting, confirmed that he had agreed to consider an additional item, not on the agenda, in relation to a minute from the Trading Board on Revised Terms of Reference and Nomination of Directors because of the need to appoint Councillor Directors to the Board of Colchester Commercial Ltd without delay.

186. Trading Board Terms of Reference and Nomination of Directors

Cabinet considered minute no 167 of the Trading Board meeting held on 2 August 2017.

RESOLVED that:-

(a) The revised Terms of Reference for the Trading Board be approved, subject to the amendment of paragraph k to read:-

Recommend the constitution and appointment of the Councillor Directors of Colchester Commercial (Holdings) Limited.

(b) The following Councillors be appointed as Councillor Directors of Colchester Commercial (Holdings) Ltd:

- Councillor Beverly Davies
- Councillor Adam Fox
- Councillor Martin Goss

REASONS

Draft revised terms of reference for the Board had been considered by Trading Board following the creation by Cabinet of a holding company (Colchester Commercial (Holdings) Limited and a subsidiary company (Trading Company). In addition, Trading Board had considered nominations from the three main political groups for one councillor each to sit on the Holding Company Board and had made recommendations to Cabinet accordingly.

ALTERNATIVE OPTIONS

Not to accept the recommendations from the Trading Board and to appoint three alternative councillors as Councillor Directors of Colchester Commercial.

187. Minutes

RESOLVED that the minutes of the meeting held on 12 July 2017 be confirmed as a correct record.

188. Have Your Say!

Councillor Willetts attended and with the consent of the Chairman, addressed the Cabinet about the outcome of the Tollgate Village Planning Appeal. In the light of the recent publication of the outcome of the Public Inquiry which had been found in favour of the Appellants, he voiced his concerns about the planning processes within the Council and he questioned whether the Local plan Committee and the Planning Committee were working well together. Whilst acknowledging the Council's previous good record in winning planning appeals he called for the Cabinet to consider instructing an independent inquiry to determine whether recent decisions in relation to Tollgate had been errors of judgement or procedural mistakes.

Councillor T. Young, Portfolio Holder for Business and Culture, noted that the Planning Committee's decision to refuse the Tollgate Village planning application had been supported by Committee members from all political parties and asked Councillor Willetts to whether his proposal for an independent inquiry would include consideration of Committee members voting behavior and justifications.

In response, Councillor Willetts assured the Cabinet that he did not wish to apportion blame and reiterated his request for the establishment of an independent inquiry.

Councillor Smith, Leader of the Council and Portfolio Holder for Strategy, considered the findings of the public inquiry had agreed that the Tollgate Village proposals would have a negative impact on traffic and on the town centre and he confirmed that no costs had been awarded against the Council. He was of the view that the Council had a good record in relation to planning appeal decisions and, as such, an independent inquiry would not be appropriate in this instance. He went on to suggest that the Scrutiny Panel may be minded to consider including the Council's determination of the Tollgate Village planning application within its work programme.

Councillor T. Young, Portfolio Holder for Business and Culture, was also of the view that the Council had a good reputation in relation to planning appeals and did not consider an independent inquiry would be appropriate. He confirmed that a total of £159,000 had been incurred by the Council for the appeal and that no further costs had been awarded.

Nick Chilvers addressed the Cabinet pursuant to the provisions of Meetings General Procedure Rule 5(1) in relation to the Get Colchester Moving campaign. He asked for collaboration between Essex County Council and Colchester Borough Council particularly in relation to matters affecting the South and South-East of Colchester. He was concerned

about proposals for significant housing development at Middlewick Ranges and at Rowhedge and asked what infrastructure plans were being considered to alleviate traffic problems such as influencing local bus companies, mini park and rides, compulsory land acquisition to widen roads and the creation of a Southern Relief Road.

Councillor Smith, Leader of the Council and Portfolio Holder for Strategy, acknowledged the importance of planning for infrastructure which was why the Council was working to deliver future development in the form of two Garden Communities.

189. Colchester Northern Gateway (North) Sports Development Project Review

The Strategic Director, Policy and Place, submitted a report a copy of which had been circulated to each Member.

Councillor Willetts attended and with the consent of the Chairman addressed the Cabinet. He considered that the Northern Gateway Sports Development proposals were over-optimistic in their expectation of success and he doubted whether all the anticipated outcomes could be delivered. He was concerned that the capital costs were increasing, was not confident that the matters identified for savings would be appropriate and considered that the scheme was likely to be subject to delays in implementation. He asked that full and open discussions be held with the sports groups and external funders so that they were aware of the latest developments. He also suggested that Cabinet might consider the referral of the scheme to the Scrutiny Panel for consideration.

Councillor Davies attended and with the consent of the Chairman addressed the Cabinet. She was concerned about the costs associated with the Northern Gateway scheme and requested Cabinet to consider referring the scheme to the Scrutiny Panel for a full financial review.

Councillor Feltham, Portfolio Holder for Commercial Services, was of the view that it was for the Scrutiny Panel to determine matters for inclusion in its work programme. She confirmed that regular meetings had taken place with user and stakeholder groups, including Sports England and the national sports governing bodies involved in the Sports Development scheme, as a result of which there was now better collaboration between the various groups. She wished to give full reassurance that the scheme was progressing extremely well.

Councillor T. Young, Portfolio Holder for Business and Culture, was of the view that the Sports Development scheme was one which all of Colchester would be proud of. He was excited by the vision and the sports and leisure facilities which would be delivered.

Fiona Duhamel, Assistant Director, Colchester Commercial (Holdings) Co, highlighted progress with the scheme and additional work which had been completed and explained the importance of reviewing costs at various stages of the scheme and for detailed investigations to be undertaken during the course of the work. She gave an assurance that the scheme had not changed, all the components remained the same but more efficient methods of delivery had been explored.

RESOLVED that:-

(a) The progress made in respect of the scheme as outlined in the Strategic Director's report be noted.

(b) The findings of the scheme cost review and proposed amendments to the funding package including the financial implications for the Council, as outlined in the report on part B of the agenda, be noted.

(c) The scheme design be developed further in preparation for the submission of a planning application.

REASONS

To provide the Council with an update on progress with the scheme

To provide an update on the cost review and economies to the scheme which have been proposed in order to reduce capital costs without compromising on the range of facilities proposed.

To ensure that the financial costs to the council of delivering the scheme over the programme period are clear and accounted for and that risk is spread across a range of funding sources.

To ensure that the Council maximises external sources of funding in order to reduce the costs to the Council whilst ensuring that prospective funding partnerships operate to the benefit of the Council's wider strategic aims.

To ensure that the scheme and any dependent schemes can be progressed in accordance with the project plan.

ALTERNATIVE OPTIONS

In order to help review the costs, different options have been considered and their cost/benefits assessed. These are summarised below:

- Postpone the scheme to await a rise in land values or the emergence of other sources of funding. This has a high risk attached and would adversely affect the timing of the relocation of the rugby clubs, the installation of the sustainable energy project and the development of the Extra Care Village which will occupy the Mill Road site where the rugby club currently operate.
- Phase the scheme to ease the cash flow - this gives rise to higher overall costs in the long term and may not see the full potential of the project materialise. It will also impact upon the dependant schemes such as Extra Care.
- Providing for the rugby club and cycling centre only - this would preclude the principal sports hall users such as cricket and courts uses from using the facility and does not address the sports provision deficit in the Borough as identified in the Borough's Sports Strategy.
- Do Nothing – and halt the project. This would have a similar effect as the postponement option.

Furthermore, support locally, regionally and at a national level from sports governing organisations remains strong and delivery of the scheme as originally proposed would

provide a unique facility putting the Northern Gateway and Colchester on a national stage.

190. Amphora Place Phase 2 Office Development Proposal

The Strategic Director, Policy and Place, submitted a report a copy of which had been circulated to each Member.

Councillor Feltham, Portfolio Holder for Commercial Services, explained that the proposal was building on the success of Amphora Place Phase 1, making it easier for companies to stay in Colchester and to build their business.

Councillor Smith, Leader of the Council and Portfolio Holder for Strategy, explained that the proposal was at a very early stage with considerable work still required to be done before the project could move forward. However, he had been very impressed with the success of Phase 1 which had been delivered under budget and on time and was seeking to protect high quality jobs in the town.

RESOLVED that:-

- (a) The proposal to build a new office building at Amphora Place subject to securing a pre-let tenant and in line with the business case outlined in the report on part B of the agenda be approved.
- (b) The estimated capital build cost and financial implications as set out in the report on part B of the agenda be noted.
- (c) The other decisions set out in the report on part B of the agenda be noted, in particular the decision to conclude the draft Heads of Terms with the prospective tenant and provide delegated authority for the Strategic Director of Policy and Place in consultation with the Portfolio Holder for Commercial Services to conclude all legal matters.

REASONS

To capitalise on an opportunity to create a profitable, high quality investment which will provide a long-term income stream to the Council in future years by developing phase 2 of Amphora Place and fully utilising the land asset

By developing the second office building on this site the Council will have attracted another high quality business to the Borough

To react quickly to market opportunities within a specified, condensed timescale in order to meet market demand for high quality office space in Colchester

ALTERNATIVE OPTIONS

The Council could choose not to pursue this opportunity however the current proposed tenant would be lost as they would seek alternative premises elsewhere, this would mean a loss of the income stream and investment opportunity. The property would have to be re marketed and it may take some time to find another tenant on similarly profitable terms. An alternative tenant may have equally short timescales for completion.

191. Motion Referred from Council – Safety in Buildings and Housing

The motion on the Safety in Buildings and Housing that stood referred to Cabinet by Council at its meeting on 26 July 2017 was considered by Cabinet. Cabinet had before it a copy of the minute from Council on 26 July 2017.

Councillor J. Young attended and with the consent of the Chairman addressed the Cabinet. She was pleased that the motion had been approved unanimously at the recent Council meeting. The motion was essentially about ensuring buildings are safe and that people are protected. She welcomed the future change in planning policy which this motion would inspire, in particular siting developments in priority need for the inclusion of sprinkler systems such as accommodation for the elderly, the disabled and those leading chaotic lives as well as student accommodation.

Councillor Bourne, Portfolio Holder for Housing and Communities, welcomed the motion proposed by Councillor J. Young who had been a long and vocal advocate of sprinkler systems. She also referred to the financial contribution made by the Essex Fire and Rescue Service for the installation of sprinklers at Enoch House and acknowledged the benefits of their installation as part of a development or refurbishment rather than by retro-fitting. She confirmed that the installation of sprinkler systems would be looked at for future sheltered housing refurbishment schemes and she referred to the Emergency Planning work undertaken by all Local Authorities, whether in response to real events or for training purposes.

Councillor T. Young, Portfolio Holder for Business and Culture, also welcomed the motion and fully supported the installation of sprinkler systems in high rise buildings, houses in multiple occupation, care homes and sheltered accommodation. He also asked for an update for Cabinet members regarding the timescale for changes to the relevant planning policies which would provide for these measures.

RESOLVED that the motion be approved and adopted.

REASONS

Cabinet determined the motion in line with the views of Council.

ALTERNATIVE OPTIONS

It was open to Cabinet not to approve the motion.

192. Revised Scheme of Delegation to Officers

The Monitoring Officer submitted a report a copy of which had been circulated to each Member.

RESOLVED that the amendment to the Scheme of Delegation to Officers from Cabinet contained at paragraph 4.1 of the Monitoring Officer's report be approved and for it to be brought into immediate effect.

REASONS

The Scheme of Delegation to Officers from the Cabinet requires amendment to reflect a change in name of Assistant Director Regulatory to Assistant Director Environment.

ALTERNATIVE OPTIONS

No alternative options were proposed.

The Cabinet resolved under Section 100A(4) of the Local Government Act 1972 and the Local Authorities (Executive Arrangements)(Meetings and Access to Information)(England) Regulations 2012 to exclude the public from the meeting for the following item as it involved the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972.

193. Colchester Northern Gateway (North) Sports Development Project Review

This minute is not for publication by virtue of paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972 (information relating to the financial or business affairs of a particular person, including the authority holding the information).

The Cabinet resolved under Section 100A(4) of the Local Government Act 1972 and the Local Authorities (Executive Arrangements)(Meetings and Access to Information)(England) Regulations 2012 to exclude the public from the meeting for the following item as it involved the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972.

194. Amphora Place Phase 2 Office Development Proposal

This minute is not for publication by virtue of paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972 (information relating to the financial or business affairs of a particular person, including the authority holding the information).

6 September 2017

Report of	Strategic Director, Policy and Place Monitoring Officer	Author Ian Vipond ☎ 282992 Andrew Weavers ☎ 282213
Title	North Essex Garden Communities- Progress to date and key developments	
Wards affected	All	

Executive Summary

The vision and objectives for the Garden Communities in North Essex are wide-ranging and innovative, seeking to achieve multiple benefits for the communities and those who live and work in them. They remain as they were agreed by the Councils in late 2016 and have been captured in the governing documents of North Essex Garden Communities Limited.

The vision for the Garden Communities, as agreed previously, sets out a clear statement of local ambition and establishes a strategic basis for the project. It enables the four Councils to plan positively for the future homes and jobs needed across the area, the provision of high quality infrastructure (transport, telecommunications, education, health, community and cultural infrastructure); and the creation of quality places including the conservation and enhancement of the natural and historic environment. The creation of these communities will also bring wider spatial planning benefits across Essex as they seek to reduce urban sprawl and unfettered expansion of smaller heritage communities.

Alongside the vision is a set of related objectives designed to help achieve the vision for the area and to provide a basis for achieving the necessary outcomes. The objectives include:

- Delivering for local communities;
- Providing New Homes;
- Fostering Economic Development and job creation;
- Providing New and Improved Infrastructure;
- Ensuring High Quality Outcomes;
- Managing change effectively;
- Long Term Stewardship.

In order to achieve this vision the Councils are using a range of approaches. Principally the Local Plans set a clear and strong planning framework setting out strategic requirements for any development in these areas. In addition through seeking control of the land it is anticipated that this will enable the Councils to ensure the momentum and pace of delivery as well as delivering the high quality of development sought.

This report describes the progress made since the Cabinet last considered the North Essex Garden Communities project and goes on to introduce the very significant opportunities presented by recent changes in legislation to allow the delivery of Garden Communities through a New Town Development Corporation. It goes on to consider the potential for using Compulsory Purchase powers to acquire the land for the Communities and to seek a further financial contribution of £250,000 from each of the four partner Councils to fund the joint work.

1. Decisions Required

- 1.1 Notes the progress made in respect of the North Essex Garden Communities project and to endorse the work of North Essex Garden Communities Ltd.
- 1.2 Notes the updated position on the control of land and supports the continued work by the Local Delivery Vehicle (LDV) Directors to achieve control of the land for each Community by way of voluntary agreements with the current land owners in accordance with the LDV structure.
- 1.3 Supports the approach proposed by NEGC Limited that Directors actively engage with Government to promote the positioning of the NEGC Limited as a “Responsible Body” for the establishment of a single new locally-controlled Development Corporation across all three of the proposed North Essex Garden Communities – subject to final consideration of this approach by Members after the publication of the Regulations.
- 1.4 Supports the signing of a letter (attached as Appendix A) to be sent by the Leaders of all four of the Councils together with NEGC Limited to the relevant Secretary of State to support the promotion of regulations which enable the formation of a New Town Development Corporation with a locally accountable body in a timely and effective way.
- 1.5 Notes that detailed work is being undertaken by NEGC Limited to assess the financial and legal implications and requirements relating to the use of Compulsory Purchase Orders (CPO) to enable future decisions to be taken by the respective Councils / Development Corporation.
- 1.6 Supports the principle of using compulsory purchase powers (either as individual Councils or potentially through a new Development Corporation) to secure control of the land if voluntary land agreements cannot be achieved in a reasonable time.
- 1.7 Agrees to provide a further contribution of £250,000 to fund the work of North Essex Garden Communities Limited in the development of the project funded from the New Homes Bonus as set out in paragraph 5.15 of this report.

2.0 Purpose of Report

- 2.1 To provide an update on progress made and the current position regarding the Garden Communities project and in particular to:
 - note that the joint Part One of the Local Plans has been agreed by the three District Councils;
 - note that the proposed governance arrangements approved by the four authorities have been established and that whilst no land deals have been secured, discussions and negotiations are continuing in respect of all three areas.
 - advise Members of the emergence of the potential to deliver the Garden Communities through the delivery model of a locally controlled Development Corporation and to seek support for the approach proposed by North Essex Garden Communities (NEGC) Limited.
 - advise Members of the potential use of compulsory purchase powers to gain control of the land to deliver the Garden Communities and to seek support in principle to the development of an approach to Compulsory Purchase Order (CPO) powers.

- provide Members with an update on the financial position of the project and to seek a further financial contribution of £250,000 to the project from each of the Councils.

3.0 Background and Project update

- 3.1 The strategic vision identified through the joint working of Braintree, Colchester, Essex and Tendring Councils and common approach to the development of the project was approved by Cabinet reports in November 2016. These established a dedicated delivery structure through the creation of North Essex Garden Communities Limited (NEGC Limited) and individual site focussed Local Delivery Vehicles (LDVs). These bodies were made responsible for bringing the projects forward through further design and planning stages, and into implementation through the direct delivery of infrastructure alongside the disposal of serviced plots to developers.
- 3.2 At its November 2016 meeting Cabinet agreed to:
- Set up North Essex Garden Communities Limited
 - Approve the NEGC Limited Shareholder Agreement
 - Appoint the Leader of the Council, Councillor Paul Smith to be a Director.
 - Endorse formation of LDVs (by NEGC Limited)
 - Approve the LDV Shareholder agreement
 - Appoint Ian Vipond as a Director to Colchester Braintree Borders Limited and Tendring Colchester Borders Limited
 - Agreed in principle to provide an appropriate proportion of funding to the LDVs subject to business case and funding options in the future.
- 3.3 Since the approval of each of the Councils involved NEGC Limited has been formally established and transferred to the Councils, with Directors being appointed. The Board of NEGC Limited is currently chaired by Essex County Councillor John Spence and since January has been meeting regularly to oversee the project.
- 3.4 The three individual Local Delivery Vehicles have been established and ownership transferred to NEGC Limited and Directors appointed. The LDV Directors have been concentrating on progressing the separate negotiations with land owners and developers with interests in the three sites; this has been supported by independent property and legal advice.
- 3.5 There is ongoing dialogue with all the interested parties in respect of the land, including landowners and those holding relevant option and/or promotion agreements. Whilst this work is ongoing, no formal agreements with landowners have been signed.
- 3.6 Lord Kerslake has undertaken a peer review of the project, supported by a strong and experienced team. This provided a significant level of assurance that this was a project with scope and ambition; although it raised a number of challenges, including the need to significantly increase the capacity of the project team and consider alternative delivery models in the context of balancing flexibilities and risks. Although the aim of the landowner discussions to date has been for the LDVs to secure control of the land there remains a willingness to explore other mechanisms proposed by landowners that would secure the delivery of the Garden Communities.
- 3.7 As Members will be aware, the approval of the Local Plan has its own statutory process and is entirely separate, but integral to the success of the joint project. Each of the Local Planning Authorities approved the Publication Draft Local Plan at their meetings in May and June this year. Public consultation was undertaken over the summer and comments received will be submitted to the Inspector with the Publication Draft Local

Plan and Sustainability Appraisal in October 2017. It is expected that the independent public examination will be in the early part of the 2018.

- 3.8 The Local Planning Authorities are currently developing site specific Development Plan Documents for each of the Garden Communities and it is anticipated that an Issues and Options Consultation will commence in October 2017 to assist in formalising the detailed policy framework for each site.

4.0 Local Development Corporation

- 4.1 It was originally envisaged that land would be acquired via the governance structure created by the Councils, or via a CPO made by the planning authorities if necessary. However, changes to the law made by the Neighbourhood Planning Act 2017 mean that the prospect of a New Town Development Corporation with local accountability has now emerged as a realistic option for the onward development of the project. Whilst this would change the current delivery model, it would be based on the same vision and delivery principles as outlined above; particularly early development of infrastructure and it being public sector led.
- 4.2 The Board of NEGC Limited has recognised the potential significant benefits but also the issues arising from the prospect of a locally accountable New Town Development Corporation (NTDC).
- 4.3 The key characteristics of NTDCs are that they are statutory bodies, created by the Secretary of State acting under the authority of Parliament, with specific features including:
- (i) operation within an area designated as a new town by the Secretary of State, with the implication that the Secretary of State accepts the need, if necessary, to confirm Compulsory Purchase Orders;
 - (ii) the power to acquire land, if necessary by compulsory purchase at 'no scheme' values;
 - (iii) the ability to develop proposals for their areas and promote development orders that grant planning permission for the new towns;
 - (iv) the power to carry out their own development and to sell/lease land to others;
 - (v) the power to borrow money to fund their operations including investment in infrastructure and running costs;
 - (vi) the power to make provision for the long-term ownership and care of public amenities such as parks and community meeting places; and
 - (vii) closure of NTDCs can only be brought about by Parliament. This will normally be when the task for which they were set up 'has been substantially completed'.
- 4.4 If a NTDC was created, the use of NTDC planning powers would be supported by land ownership since this provides a stronger mechanism than planning agreements or Community Infrastructure Levy (CIL) for the recovery of investment and an absolute safeguard against opportunistic planning applications that are contrary to the agreed plans. It was standard practice for NTDCs to seek control of relevant land at an early stage. In the previous experience of NTDCs much of the land was acquired by agreement while plans for CPO were being prepared.
- 4.5 Recent amendments to the legislation allow the Secretary of State to appoint one or more local authorities to 'oversee' the delivery of the new town and the NTDC; with the details of how this oversight would work to be fleshed out by regulations. In North Essex, NEGC Limited is proposing that it should position itself as a potential "Responsible Body", a joint local authority body providing oversight for the authorities. It is understood that regulations will, when made, as far as possible put the Local

Authorities / NEGC Limited in the place of the Secretary of State. Clearly we are unable to say for sure how this will operate until the final regulations are made by the Secretary of State. Officers are working closely with DCLG to ensure that the emerging regulations, and any future designation orders, can accommodate the proposed North Essex garden community model. Part of this work aims to secure comfort that a Development Corporation and any assets, and the dissolution of a Corporation, will only be controlled by the Local Authorities rather than the Secretary of State.

- 4.6 Under the locally-led model, Local Authorities will bring forward proposals for an area to be designated as a locally-led new town, demonstrating that they have the capabilities to deliver and local support. If the Secretary of State is satisfied with the proposals, following consultation with local interested people, parties and any other necessary bodies, they will designate the area as a new town, to be delivered through the locally-led model.
- 4.7 One of the main advantages of a Development Corporation model is that it is likely to lead to earlier agreements regarding the acquisition of land, in addition to acquisition by compulsion in those cases where agreement proves impossible. The designation of an area as a new town, likely to follow closely after the adoption of the Local Plan, would be a clear signal that the Secretary of State would be likely to confirm a subsequent CPO. That, in itself, would encourage landowners to reach a voluntary agreement. A Development Corporation would also be able to start the CPO process earlier than a Local Planning Authority, being able to rely on the approved proposals/Local Plan rather than having to wait for a planning permission to have been developed.
- 4.8 If agreed as an approach in order to submit a proposal, key issues which will need to be considered, and ultimately approved by the Councils, are:
1. Which of the Garden Community sites should be covered by NTDC arrangements and the proposed boundaries of each site.
 2. Whether to create one overall NTDC or one for each selected area.
 3. When to request that the NTDC(s) should be established.
 4. What governance changes, if any, might be needed to the constitution of NEGC Limited.
 5. What governance arrangements need to be introduced for the Development Corporation.
 6. How the initial funding of the NTDC(s) will be supported, all of which might be through borrowing either by the NTDC acting as main borrower or by Local Authorities borrowing and onward lending to NTDC. If the latter option is selected we would need to consider the subsequent impact on Local Authority budgets.
 7. The role of the LDVs and the possibility/benefit of the LDV being a subsidiary of the Development Corporation.
- 4.9 Initial consideration of the key issues above indicates that speedy establishment of an NTDC has major advantages, both in terms of ensuring effective delivery in line with the aspirations of the Councils through the Vision, and in respect of delivering effective funding arrangements.
- 4.10 Whilst a final decision cannot be made at this point it is worth considering the advantages of one comprehensive NTDC as against site-specific ones.

- 4.11 A single NTDC would have advantages in terms of economies of scale, recruitment of key staff and/or Board members, negotiating power with Government, Statutory Undertakers, private investors, employers wishing to buy land and premises and house builders. This scale of development controlled by a single entity would enable NTDC to flex resources and maximise opportunities. The NTDC would be able to respond to changes within local markets across the three areas whilst maintaining the pace and growth agenda of the Councils.
- 4.12 Whilst individual NTDCs would lose the economies of scale that a single one would achieve, each new settlement would still represent a major project which would attract significant economic power. The core advantage of three separate NTDCs is that each of them could become more aligned with the needs and aspirations of the specific community they are developing; creating a sense of place and ownership with the community and avoiding allegations of favouring one community over the others. Furthermore, if Local Authorities have to borrow or underwrite debt they may wish to ensure that their taxpayers are not underwriting debt unrelated to their area. Three NTDCs could still work harmoniously together – as the four sovereign Local Authorities have to date acted in such a manner.

- 4.13 At its Board meeting on 27th July 2017 NEGC Limited agreed the following:

That NEGC supports the direction of discussion regarding the allocation of powers between the Secretary of State and a locally “Responsible Body” (RB) and seeks to position the NEGC as an RB including amendments to its Articles as may be required.

That NEGC agrees to recommend to its constituent Local Authorities the progression of a single locally accountable NTDC, subject to final consideration of published Regulations, and seeks its officers to progress matters to take full advantage of such powers, including a response to items 1-6 above. [1-6 relates principally to the items in paragraph 3.4 above]

That the Directors of the NEGC write to the appropriate Government Minister(s) stating that given the NEGC’s commitment to use the proposed new Regulations for a locally led NTDC, that they ensure that sufficient priority is given to the preparing of such Regulations which would allow them to be acted upon in a timely manner and avoid them being lost to other Parliamentary work programmes.

4.0 Control of Land Update – Consideration of Compulsory Purchase Orders (CPO)

- 4.1 The land within the project areas remains outside the control of the Councils and LDVs. The emphasis to date has rightly been on seeking agreement to acquire land voluntarily. It remains the preferred option that land deals will be entered into between the relevant landowners / developers and the LDV with the view that each LDV will then have the rights to control the delivery of its scheme ensuring that the delivery is undertaken on Garden Community principles. The LDV Directors have continued to have positive ongoing discussions and have continued to build working relationships with the relevant landowners and promoters of the sites with a view to the LDV securing a controlling interest in the land and the landowners working with the LDV to deliver the Garden Communities.
- 4.2 The Neighbourhood Planning Act 2017 (NPA) has recently changed the climate and timetable for the use of compulsory purchase powers. There has been a very clear

signal from Government that they are encouraging authorities and communities to promote new Garden Communities and are willing to use the New Towns legislation and powers to create a locally-led model for delivering New Towns including establishment of Development Corporations, which would have land assembly and CPO powers for use if required.

- 4.3 Despite the new legislation, a CPO remains a last resort, therefore negotiations must continue, with CPO powers only ever being used as a fall-back option. That does not, however, prevent authorities starting the process of preparing for a CPO alongside negotiations which may improve the likelihood of reaching negotiated settlements, since landowners see that the CPO route is being taken seriously.
- 4.4 The use of CPO powers outside of any development corporation rests with individual local authorities. Cabinet is being requested to support a view that negotiations should continue but that the Councils be willing to consider the principle of using CPO as a means of acquisition. [In practice it is likely that any CPO would be made by the relevant planning authority and the County Council would provide support to the process but would not make the order].
- 4.5 To be able to make a CPO, the Local Authorities would be required to make a detailed decision taking into account relevant considerations including specific legal and financial implications and therefore, a future report to the Councils would be required, when and if this becomes necessary.
- 4.6 The Board of NEGC Limited agreed, on 27th July 2017,
- That the land negotiations should continue and that progress should be made to ensure that, if necessary, a CPO can be made either by the relevant Local Authorities and / or by a future Development Corporation.*
- 4.7 Accordingly Cabinet is asked to endorse the approach recommended by NEGC Limited and to confirm its willingness in principle to recommend in due course that a CPO be pursued by the [relevant] Council should it be needed, and subject to the detailed decision making that will be required and to take the initial preparatory steps to establish the viability of a future CPO.

5.0 Business Planning and Finance

- 5.1 As set out in section 1 above, there has been significant progress on a number of aspects of the project. This includes securing support from Department of Communities and Local Government; raising the programme's profile with Government; making progress with Local Plans; and establishing a new governance and delivery structure.
- 5.2 During this period the project has also been reviewed by Lord Kerslake which identified a series of recommendations that have an influence over project resourcing, risk management and appropriate timescales.
- 5.3 Whilst good progress has been made, there is still considerable work to be done, especially in areas of securing appropriate land agreements and defining a strategy to address the programme's long term funding needs. The following 12-18 months will be a pivotal stage in the programme's evolution and will need to address these important aspects which in turn will define the level of commitment and nature of the Councils role for the longer term.

5.4 In accordance with the Articles of NEGC Limited, a long term Business Plan is currently being prepared to set out the overall context to the next phases of delivery of the project, with a particular focus on the initial 5 year period from 2017/18 to 2021/22. This Business Plan will further inform the scope of operations and potential resource implications and set out more information on:

- Key programmes objectives & considerations;
- Progress to date;
- Overview of approach & operating model;
- Resource needs including staffing structure;
- Timetable/milestones and work streams;
- Forecast Capital and revenue budget 2017/18 to 2021/22;
- Funding Options; and
- Project risks & mitigation strategy.

5.5 The preparation of a comprehensive Business Plan, incorporating a more detailed 5 year strategy, enables work streams, activities and resource needs to be put into a wider context in terms of the overall programme scope and related objectives. It will enable a considered approach to defining the key actions required to enable delivery and provides a context to operations necessary within the first five years of operation.

5.6 It is anticipated that a number of key milestones will occur over the following 18 months, some of which will involve decision making by NEGC Limited and individually by the Councils. Clearly each milestone and the nature of related decisions/approvals will differ and be subject to the amount of background work and advice available at each date. Key anticipated project milestones are:

- September 2017
 - Preparation by NEGC Limited of Long Term Business Plan & Funding Strategy.
 - Due diligence review on scheme viability.
- March 2018: Decision points on:
 - Land position: review which sites to move forward (in respect of a delivery role), whether any suitable agreements are in place and/or agree whether to pursue CPO, or alternatively to take no role in land or direct delivery;
 - Development Corporation: whether to apply for the creation of a locally led Development Corporation;
 - Scheme viability & funding: viability review/outline business case to inform whether to take a role in scheme funding, initiate formal external private sector funding/delivery partner procurement process and/or source direct funding from Public Works Loan Board /Government;
- September 2018: Decision points on:
 - Adoption of the Local Plan by individual Local Authorities
 - Viability review / business case position for market procurement to secure external funding/delivery partners;
 - Contingent on the Local Plan adoption and viability, the formal establishment of Development Corporation;

- Initiation of CPO processes (commitment to funding of circa £2.5m for associated professional support, and sums for land purchases);
- Taking lead on preparation of site specific planning applications (commitment to funding of circa £10m of professional fees). Depending on the outcome of the NTDC regulations it may be possible to use a development order process to grant planning permission which would potentially reduce the cost.

5.7 From September 2018 onwards the programme will potentially be committed to a long term delivery process, with site specific planning activities required to prepare masterplans and secure all necessary approvals. This would then enable the appointment of infrastructure contractors and a start on site on infrastructure, land sales to secure initial incomes streams, and initial infrastructure and housing completions.

5.8 This is an ambitious programme and will depend heavily upon:

- Government progress with regulations related to the potential Development Corporation model, and specific eventual procedural requirements;
- Interdependencies with strategic infrastructure provision and status of wider Government funding opportunities;
- Outcomes of investigation of cost of long term financing; and
- Adequate resourcing to undertake all the related work required.

Budget Update

5.9 A programme budget is being actively managed and monitored to deliver the necessary workload and meet the project programme. This budget has evolved in response to influences such as the Kerslake Review, progress with planning and land negotiations, and discussions with Government.

5.10 Current areas of spend and activity in 2017/18 include:

- **Project Resources:** Continuation of current project management resources; recruitment of Managing Director and PA/administrative support and Planning Specialist roles.
- **Governance:** Board costs, administration & overheads;
- **Legal:** Support to consider current arrangements evolution to Development Corporation; support to planning processes & risk mitigation; support to land agreements process;
- **Finance:** corporate finance consultancy to lead on soft market testing and evolution of funding strategy; property consultancy to support approach to land;
- **Planning and Design:** design work & feasibility of early interventions (infrastructure & exemplar first phase opportunities); other technical evidence base studies to support evolution of planning documents & proposals (such as transport, economic development, smart cities/technology, environmental & sustainability including low carbon and other innovation / future proofing elements);
- **Engagement:** provision of community enablers; marketing & communication activities, and development of long term stewardship arrangements.

5.11 As part of ongoing liaison with Government, a bid for additional grant support has been made to the Homes and Communities Agency (HCA). This has included bringing forward potential work to accelerate the programme of works, notably in respect of possible early infrastructure interventions. At the current time there is no confirmation on any award amount.

- 5.12 The table below sets out the latest budget forecasts for the 2017/18 period. This includes additional items of work identified in response to the Kerslake Review, together with aspects of work carried over from 2016/17

NEGC Limited Programme Budget Headlines 2017/18

	Total '£'000
Project Resource Delivery Team	390
Governance	123
Legal Support	350
Finance & Delivery	375
Planning & Design	850
Engagement & Marketing	100
Contingency (@ 10%)	218
Sub Total: Revenue Expenditure	2,393
Balance carried over	1,479
Balance Required	914

- 5.13 The overall scope of work and budget requirements show a shortfall of £914,000 for 2017/18. The four Councils are requested to make further equal contributions of £250,000 per Authority to ensure the budget is sufficient for 2017/18. This contribution forms part of the development costs of the project, which may not be recoverable. NEGC Limited will continue to seek opportunities for grant funding from the HCA and other bodies which would if successful reduce cost pressures, however because this funding cannot be guaranteed it is prudent to allocate the contribution above.
- 5.14 The process to prepare a Long Term Business Plan will involve a further budget review and set out an analysis of funding needs going beyond the end of 2017/18. This budget review together with the anticipated confirmation of funding support from the HCA are anticipated to provide sufficient resources to take the work programme forward beyond the end of 2017/18 to the September 2018 milestone, at which point the project may change status. Further work is ongoing in this area and a more detailed approach and funding strategy will be prepared alongside the business plan for subsequent consideration and approval by NEGC Limited and the Councils.

New Homes Bonus

- 5.15 The project to date has been supported through a combination of Government grant £1,338k (DCLG capacity funding) together with equal contributions, each of £250k, from the four Councils. The Council agreed a budget of £2.036m in the 2017/18 budget to help deliver projects which support strategic plan priorities and also those which can deliver income to assist with managing future budget pressures. The following table sets out the current position on this budget showing that £711k remains unallocated. It is proposed that the allocation of £250k for this project be funded from the remaining New Homes Bonus budget.

	£'000
Agreed budget for one off schemes	2,036
Allocations agreed by Cabinet	1,325
Balance	711
Proposed allocation for Garden Communities Project	250
Remaining balance unallocated	461

6.0 Legal Powers

- 6.1 The General Power of Competence (“the Power”) provided for by the Localism Act 2011 is relied upon as the authority for the District/Borough/County Council to establish and subscribe to North Essex Garden Communities Limited and to subscribe for B shares in relevant Local Delivery Vehicles.
- 6.2 In exercising the General Power of Competence local authorities must do so in a way which does not contravene any pre-existing statutory limitations. The actions identified in this report do not contravene any such restrictions. Any activity which local authorities wish to take under the Power for a commercial purpose must be undertaken via a company, given the need for the LDVs to act in a commercially aware way and to develop the projects commercially (although within the requirements of the Garden Community principles the use of a company structure enables reliance on the General Power of Competence in this respect).
- 6.3 The power of the Council to use CPO powers relies on detailed legislative provisions. There are provisions within planning legislation which authorise the making of CPO for ensuring the proper planning of an area, and housing legislation allows the use of powers for the development of housing. Were the Councils to need to pursue a CPO then a detailed report would consider the detailed proposals and the relevant powers. A NTDC would have its own powers to pursue compulsory acquisition.
- 6.4 NTDCs are subject to a range of detailed legal restrictions and provisions. The current work within Department of Communities and Local Government to promote regulations following the Neighbourhood Planning Act 2017 means that the detailed analysis of these structures is not possible until regulations are made; however they represent a potentially powerful option which could secure development with local accountability, and enable the earlier acquisition of land than is likely to be possible if CPOs needed to be promoted by the local authorities. Should a proposal to formally set up a NTDC be presented this will include a review of the legal position once the regulations are known.

7.0 Conflicts of Interest

- 7.1 It has been raised by some responders to the Local Plan consultations that they consider there is a potential conflict between the Councils’ role as planning authority and its role with respect to NEGC Limited and LDVs. Given that the Councils will be playing a significant role in the delivery of garden communities within their area it has been suggested that this could prejudice proper decision making.
- 7.2 This position has been carefully considered and external legal advice has been obtained. Decision making procedures and arrangements are in place which prevent any conflict arising that would justify a successful challenge to decisions. It is, however, equally important to manage the perception of such conflicts so far as practicable. Equally it should be noted that planning legislation allows CPO of land for planning purposes and there is no reason why land cannot, once acquired, be developed by the planning authority.
- 7.3 The three local planning authorities are promoting the allocation of the Garden Community sites through their Draft Local Plans. The soundness of the Local Plan will be determined by an independent Inspector appointed by the Secretary of State. The work undertaken to deliver the Vision is separate to, and does not pre-judge, the outcome of the Local Plan examination processes. This report does not adjust or alter the approach to the Local Plan provisions regarding these communities and as such each

planning authority should ensure that this report is considered in its capacity as potential developer rather than in its capacity as local planning authority.

8.0 Risk Assessment

- 8.1 At the present time there are a significant number of risks for the overall project which are actively managed as part of the overall programme. Key relevant strategic risks and mitigation approaches are reported to the Board of NEGC Limited on a regular basis.
- 8.2 The Local Plans across the three District authorities have progressed and the three proposed settlements remain areas of search for Garden Communities. These are now progressing towards public examination, and therefore remain a significant risk to the project, as without a planning allocation the project becomes unviable.
- 8.3 Although there are no current land deals, the report notes the continuing need to continue negotiations, and to contemplate the use of CPO powers, to mitigate the risk.
- 8.4 The project has a number of break points particularly the development of the detailed business plan. Should this demonstrate a scenario which provides an unacceptable commercial viability, or other significant uncontrolled risk, then it is open to the partner Councils to terminate the project at that juncture. The Councils will receive the NEGC Limited's Long Term Business Plan and budget for approval.

9.0 Equalities Impact Assessment

- 9.1 The Public Sector Equality Duty applies to the Council when it makes decisions. The duty requires us to have regard to the need to:
 - (a) Eliminate unlawful discrimination, harassment and victimisation and other behaviour prohibited by the Act. In summary, the Act makes discrimination etc on the grounds of a protected characteristic unlawful
 - (b) Advance equality of opportunity between people who share a protected characteristic and those who do not.
 - (c) Foster good relations between people who share a protected characteristic and those who do not including tackling prejudice and promoting understanding.
- 9.2 The protected characteristics are age, disability, gender reassignment, pregnancy and maternity, marriage and civil partnership, race, religion or belief, gender, and sexual orientation. The Act states that 'marriage and civil partnership' is not a relevant protected characteristic for (b) or (c) although it is relevant for (a).
- 9.3 The proposals are to create an inclusive community which meets the needs of all residents regardless of whether or not they have a protected characteristic. The intention is to provide housing and facilities for all. By participating in the development in the way proposed the local authorities will have a greater influence over the content and layout than a development undertaken in a traditional way. The differing needs of people including those with different protected characteristics will need to be considered during the design and planning of the development and kept under review as the scheme progresses.

10.0 Strategic Plan References

- 10.1 The Strategic Plan Action Plan includes a commitment to make Colchester a vibrant, prosperous, thriving and welcoming place. The new Local Plan will contribute to the

attainment of this commitment through new development, conservation and regeneration.

11.0 Financial Considerations

11.1 See section 5 of this report above.

12.0 Equality, Diversity and Human Rights Implications

12.1 See section 9 of this report above.

13.0 Consultation and Publicity Implications

13.1 The concept of new settlements crossing the boundary of Colchester and Tendring has already been the subject of public consultation both through the Colchester Issues and Options consultation and the recent Tendring Issues and Options consultation. Braintree District Council also made reference to Garden Settlements in their Issues and Options consultation. Garden Communities comprise a joint Part One of the draft Local Plans for Braintree Colchester and Tendring which have recently been the subject of public consultation.

14.0 Community Safety, Health and Safety and Implications

14.1 No direct implications.

15.0 Risk Management Implications

15.1 See section 8 of this report above.

Alok Sharma MP
Minister of State for Housing and Planning
House of Commons,
London
SW1A 0AA

Dear Minister,

Many congratulations on your appointment as the Minister of State for Housing and Planning. We enjoyed a productive relationship with both your department and predecessor, Gavin Barwell, which we hope to continue with you.

Here in North Essex, our four local authorities have been working on ambitious and costed proposals to deliver three Garden Communities creating up to 45,000 homes, and 45,000 new jobs.

A partnership of different political hues, the North Essex Garden Communities project is a unique opportunity to deliver a continuous supply of homes and jobs where people actually want to be, driving economic growth across Stansted, Colchester and Harwich as well as creating significant employment opportunities within the communities themselves.

By directly investing in land acquisition and infrastructure provision, the councils involved will be able to exert greater control and extract greater value, ensuring quality design and sustainability, and full community facilities and infrastructure contemporaneous with, rather than subsequent to, the housing.

One of the key enablers will be to establish Locally Accountable New Town Development Corporations in England, and our four constituent councils have now given their full support to this approach

Establishing a Locally Accountable New Town Development Corporation would speed up delivery by several years and increase viability and housing throughput.

The legislation for this has already been passed in the Neighbourhood Planning Act earlier this year, but the secondary legislation still needs to be settled and the supporting guidance prepared. We are very keen that the Government continues its support for locally led NTDCs by bringing the regulations forward as soon as possible.

We are very conscious that the parliamentary timetable is busy, but having the regulations in place by March 2018, and the designation of the areas for new towns and establishment of New Town Development Corporations as soon as Local Plans are adopted will allow us to start delivering the new communities much sooner and with far greater control over the timing and quality of the development than the traditional planning routes..

We would welcome the opportunity to come to Westminster to brief you on this significant opportunity, and as your diary permits, would like to invite you to see our proposals in North Essex.


Yours faithfully,

John Spence CBE, Chairman of NEGC, Cabinet Member at Essex County Council

Graham Butland, Leader, Braintree District Council

Paul Smith, Leader, Colchester Borough Council

Neil Stock OBE, Leader, Tendring District Council

Report of	Strategic Director of Policy & Place	Author	Mark Leonard/Holly Brett  508830
Title	Hythe Development Proposals		
Wards affected	New Town		

This report concerns the intention to submit a bid for funding to support the potential regeneration of significantly constrained and contaminated brownfield sites at the Hythe

1. Decisions Required

- 1.1 To agree in principle support for the proposed scheme at the Hythe and to agree that further work is carried out to develop a full business case which will be brought back to Cabinet by the end of the year.
- 1.2 To submit a bid for approximately £10m to the Government's Housing Infrastructure Fund (HIF), being administrated by the Homes and Communities Agency (HCA), to support the regeneration of significantly constrained and contaminated brownfield land at the Hythe.
- 1.3 To continue and expand detailed negotiations with the Legacy Foundation on the proposed scheme for the area.

2. Reasons for Decisions

- 2.1 To enable a bid to be submitted to the HCA for HIF that could provide infrastructure funding to unlock the significant regeneration of a substantial brownfield area at the Hythe.
- 2.2 To provide in principle support for an exciting opportunity that offers innovative benefits to the community, including sporting facilities, new homes and community services. This could include several hundred new homes with potentially 35% affordable housing and substantial Health facilities significantly impacting on lifestyle choices in the locality.
- 2.3 To promote investment activity in the Hythe area especially on the river front, this project could act as a catalyst for further regeneration in the area. Which in turn could address longstanding environmental issues such as local flooding.

3. Alternative Options

- 3.1 The Council could choose not to support this opportunity however the current proposed regeneration benefits would be lost as well as the potential to bid for significant funding to support the scheme which will address market failure and infrastructure improvements.
- 3.2 The Council could develop the site itself, however, this carries a high degree of risk as the sites are particularly constrained, the council would be taking all of the development and infrastructure risk on a large-scale project. These sites have remained without a permanent solution to bring them into productive use that reflects the ambition for the Hythe River frontage location. The economic recession did not help in finding a viable solution, but the risks are significant and external grant funding is required if these sites are going to be brought into productive use.

4. Supporting Information

- 4.1 The Hythe is an area that will greatly benefit from further regeneration activities and suffers from a range of environmental problems such as flooding, odours from the local sewage works, lack of active sports facilities and limited health facilities. Bringing forward a significant mixed-use development may stimulate further investment into the area.
- 4.2 The Council has been working with the Legacy Foundation to review the opportunity presented in the area. The Legacy Foundation mission is embedded in a set of aims and objectives outlined below, influenced by social policy and utilising sport as an engagement tool alongside a community development framework.
- To utilise sport to build and support community growth and cohesion in new developments built by Legacy Property in the UK.
 - To offer education, training and capacity building programmes within the communities where Legacy is active.
 - To support young people and vulnerable groups by offering positive activities, personal development and training opportunities to enhance life chances.
 - To work with local stakeholders, including education providers and employers to develop a holistic programme of community cohesion, social inclusion and opportunities within new developments and the wider area.

The Legacy Foundation is working closely with the Active Communities Network to shape the programmes, learning from their significant experience across London and the UK.

- 4.3 This scheme could see significant levels of investment into the Hythe that would boost regeneration in the area and give increased opportunities for local people.

5.0 The Proposal

- 5.1 The Council has received a proposal from the Legacy Foundation to develop a scheme on Council and other public sector owned land on Haven Road at the Hythe. The scheme would be a mix of several hundred new homes, commercial and community facilities and sports and leisure opportunities. Some feasibility work has been carried out however it is proposed that further negotiations continue with the Legacy Foundation in respect of the proposals to enable officers to develop a full business case which can be presented to Cabinet by the end of the year.
- 5.2 Due to the brownfield site conditions, including high levels of contamination, it is proposed that Cabinet support a funding bid to the HCA for approximately £10m under the HIF programme to provide enabling infrastructure at the Hythe sites which can support the Business Case and address market failure in the area. The proposals are, however, subject to a variety of key risks and these will have to be mitigated to make the proposal acceptable as a proposition that the Council can support with its financial provenance.
- 5.3 To continue and expand negotiations with the Legacy Foundation to reach a mutually agreeable and commercially acceptable land deal.

6.0 Strategic Plan References

- 6.1 The project meets the Council's Strategic Plan in several ways:

Vibrant

- Develop a strong sense of community across the Borough by enabling people and groups to take more ownership and responsibility for their quality of life.
- Create the right environment for people to develop and flourish in all aspects of life both business and pleasure.

Prosperous

- Promote Colchester to attract further inward investment and additional businesses, providing greater and more diverse employment and tourism opportunities.
- Provide opportunities to increase the number of homes available including those that are affordable for local people and to build and refurbish our own Council houses for people in significant need.

7.0 Consultation

- 7.1 The project has been subject to a feasibility exercise up until this point so has not been subject to any formal consultation. As work on the proposals continues then opportunities for consultation on a localised and wider area will be explored.

8.0 Publicity Considerations

- 8.1 None identified at this stage.

9.0 Financial Implications

9.1 At this stage Cabinet are being asked only to support in principle the proposal by Legacy to develop a mixed-use scheme at the Hythe and the detailed financial implications of the fully developed business case will be examined in a later report back to Cabinet.

9.2 The Council would be required to submit a bid for infrastructure improvements to the Housing and Infrastructure Fund which, if successful, will form part of the overall business case to be presented to Cabinet

10.0 Equality, Diversity and Human Rights implications

10.1 N/A at present

11. Community Safety Implications

11.1 None

12.0 Health and Safety Implications

12.1 None

13. Risk Management Implications

13.1 There are substantial risks associated with a project of this kind which is trying to deal with sites where 'normal' market options have failed to deliver a commercial solution. Each of a range of risks around the build costs, viability and funding issues will need to be mitigated in a way that does not leave the Local Authority holding substantial financial risk. A full risk register for this project will be included in the Business Case.

Report of	Assistant Director (Policy and Corporate)	Author	Matthew Sterling ☎ 282577
Title	Year End Performance Report including progress on Strategic Plan Action Plan		
Wards affected	Not applicable		

This report covers performance against the Council's key performance measures and the Strategic Plan Action Plan for 2016 - 2017 year end; and new targets for 2017 - 2018.

1. Action required

The Cabinet is asked to consider and comment on the performance update for the Council's key performance measures for the year ending 31 March 2017, and to agree the set of indicators proposed for 2017 - 2018 (both shown in Appendix 1). A progress update of the Strategic Plan Action Plan for the year ending 31 March 2017 is shown in Appendix 2.

The Scrutiny Panel reviewed the year end report on 18 July 2017, and Cabinet is also asked to consider any comments from that scrutiny.

2. 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 on our indicators and a review of progress against our Strategic Plan Action Plan along with proposals for 2017 – 2018 indicators.

3. Performance Summary

- At the end of 2016 - 2017, the overall position was that 10 (71%) of our measures were achieved (or 'green') and 4 (29%) did not meet the target in full ('red').
- The actions within our Strategic Plan Action Plan show that there is a considerable amount of positive activity being undertaken across the Council and with our partners to achieve our Strategic Priorities.
- The Council has also received a number of awards and accreditations highlighted at the end of Appendix 1.

4. Strategic Plan references

This report provides an update of progress against the Strategic Plan Action Plan, developed to support the delivery of the Council's agreed Strategic Plan Priorities.

5. Consultation

The report's contents do not have any direct implications with regard to consultation. However, the Strategic Plan and priorities were agreed following public consultation.

6. Publicity considerations

The performance report contains measures for our key performance indicators and our Strategic Plan Action Plan. Many of these are used to monitor the performance of our services, and as such these may be of public interest. The report and related information is published on the [Performance and Improvement](#) section of the Council's website.

7. Financial implications

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

8. Equality, Diversity and Human Rights implications

Progress and improvement of these and many of the actions within the Strategic Plan Action Plan support our aims of improving both services and the lives of everyone in the borough. Where required, specific Equality Impact Assessments will exist for policies and activities rather than for individual performance indicators or actions. Progress on the Council's Equality Objectives are included within the Strategic Plan Action Plan Update.

9. Community Safety implications

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

10. Health and Safety implications

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

11. Risk Management implications

We aim to deliver against performance indicators and the Strategic Plan Action Plan Actions, 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.

Strategic Plan Action Plan - Year End Report 1 April 2016 – 31 March 2017

Vibrant

- Enhance the diverse retail and leisure mix supporting independent business opportunities valued by residents and visitors.
- Develop a strong sense of community across the Borough by enabling people and groups to take more ownership and responsibility for their quality of life.
- Make more of the great culture and heritage in Colchester so that more visitors can enjoy the history and passion of Colchester.
- Create the right environment for people to develop and flourish in all aspects of life both business and pleasure.

Action	Year End Report
Work with development partners to bring exciting new retail and leisure to the eastern part of Colchester town centre.	Ongoing negotiations about the St Botolph's land adjacent to Firstsite have taken place with developers. A planning application has been submitted for the demolition of St James House and the former waiting room. Planning Performance Agreements (PPA's) have been signed with Building Partnerships for St Botolph's as well as Colin Buchanan Richard Ellis (CBRE) Global Investors for the Vineyard Gate projects. These are now work in progress. The lease for the Curzon Cinema has been completed with redevelopment now underway. The Old Police Station redevelopment has been completed, with ECC support, as a Creative Business Centre with an operator in place.
Support communities to develop their own Neighbourhood Plans.	The Boxted Neighbourhood Plan and the Myland and Braiswick Neighbourhood Plans were adopted in December 2016 following successful referendums in September 2016. The Wivenhoe Neighbourhood Plan is nearing the examination stage. Neighbourhood Plan Working Groups are continuing to receive officer support to develop Neighbourhood Plans in Eight Ash Green, Marks Tey, Stanway, Tiptree and West Bergholt. Work has also recently started on a Neighbourhood Plan for West Mersea.
Work with our residents, the third sector and other service providers to implement the Community Enabling Strategy to enable communities to influence, own or co-design services.	A range of initiatives are being undertaken within the Community Development team and the community enabling approach is becoming embedded across the organisation. Services are taking a fresh look at policies and procedures to enable more community self-help and opportunities to deliver projects for community benefit. Examples such as Colchester in Bloom, Litter Warriors, Goodgym and the Recreation Ground Community café are all examples where residents have come forward to do more to help improve their local environment. Volunteering opportunities have been explored and work with Colchester Community Volunteer Service (CCVS) has led to the review of the volunteering policy to enable volunteering opportunities to be identified and matched.

<p>Make more of our culture and heritage with initiatives such as the Friends of the Colchester Roman Wall and by attracting Heritage grants.</p>	<p>Close collaboration continues with external heritage partners, including the 'Friends of the Colchester Roman Wall' and the Colchester Archaeological Trust. With the 'Friends' we are collaborating in the presentation and conservation of the Roman Wall, including the preparation of a new Management Plan. Work with Colchester Archaeological Trust (CAT) includes the enhancement of the presentation of the Roman Circus through interpretation panels and artwork.</p> <p>Residents will now benefit from increased access to online services, with the first of a proposed network of new digital spoke access points launched at Langham Community Shop and Boxted Community Hub. This was funded by Rural North Ward councillors using some of their locality budget. It means that people in these areas will have easy access to digital services and reduce their need to visit town for particular transactions.</p> <p>Digital spoke access points increase the opportunity for residents to access and interact online with Colchester Council, as well as other partner organisations. These include Essex County Council and Essex Police. Linked to our 'Go Online' programme it encourages and supports residents to access a variety of online information and transactions including applying for housing, accessing Benefits and Council Tax services, reporting a missed bin collection, and applying for a Blue Badge.</p> <p>We are also collaborating with the Creative Colchester Group (CCG) to extend the access points to health venues as part of their hubs and spokes development. An example digital spoke access point is shown in this link to Langham's digital spoke access point: http://kiosk.c1-cbcmanager.co.uk/langham/</p>
<p>Ensure sufficient land are allocated in the right places to attract and retain businesses, supply homes and identify the infrastructure that is needed by developing a Local Plan for the borough.</p>	<p>The Councils adopted Local Plan continues to provide a framework for the future development of the borough. There is sufficient land allocated in the right places for new and expanding businesses as well as new housebuilding.</p> <p>A new Local Plan is currently being prepared which will be presented to the Local Plan Committee in May prior to public consultation and submission to the Planning Inspectorate. This Plan will identify land for housing, business and communities as well as strategic infrastructure, for the period to 2033.</p>
<p>Co-ordinate partners and funding streams in the Northern Gateway and the Hythe to generate a wide range of jobs and facilities.</p>	<p>A legal agreement has been completed with Turnstone in respect of cinema and restaurant development at Northern Gateway. A planning application has been submitted and is now under consideration.</p> <p>Cabinet approval has been secured for a delivery and funding package for a Northern Gateway Sports facility and regular stakeholder meetings are ongoing.</p> <p>Feasibility work has been completed for a heat network at Northern Gateway and a pilot funding bid has been submitted to the Department of Business, Energy and Industrial Strategy (BEIS) for this low carbon heat exchange project.</p> <p>Feasibility work is also being undertaken with BEIS for a new heat work project at East Colchester, working with the University.</p>

	<p>Commercially sensitive negotiations are ongoing in respect of potential development at Breakers Park, The Hythe. Cabinet members are involved in the discussions</p> <p>Work continues with Hythe Forward to enable community activity and involvement in the Hythe area. Hythe Forward have been proactive in developing a business network in the area and have recently become more involved in Community activity.</p>
Create more independent business opportunities by providing trading units in new large developments across the borough.	<p>Negotiations with Building Partnerships regarding the development and end users at St Botolph's are ongoing. This development will deliver a restaurant cluster, 87 room Hotel and 230 room student accommodation. This will bring together a vibrant area which already includes Firstsite, Creative Business Centre and soon to be opened (Autumn 2017) Curzon Cinema.</p> <p>A Masterplan has been developed at Northern Gateway, that includes new business spaces on land east of Via Urbis Romane. This has been updated in conjunction with the public realm strategy to set out the vision and aspirations for the area incorporating employment and residential uses with commercial leisure around the stadium. Its central feature is a non – vehicular boulevard.</p> <p>Purchasing opportunities in Osborne Street and Eld Lane are being pursued to enable site assembly for the Vineyard Gate scheme.</p>
Colchester & Ipswich Museums will work with Arts partners to improve the cultural offer.	<p>Colchester and Ipswich Museums (CIMS) has worked in partnership with Firstsite to mount the Wunderkammer exhibition. The exhibition borrowed intriguing objects from the Museum collection and features the painting of William Gilbert from the Council Chamber. This is the beginning of a series of close partnerships between Firstsite and CIMS.</p>

Prosperous

- Promote Colchester to attract further inward investment and business relocation, providing greater and more diverse employment opportunities.
- Support people to develop the skills needed by employers in the future to take advantage of higher paid jobs being created.
- Provide opportunities to increase the number of homes available including those that are affordable for local people and to build (& renovate) our own Council houses for people in significant need.
- Ensure transport infrastructure keeps pace with housing growth the keep the Borough moving.

Action	Year End Report
Deliver an inward investment campaign in key employment sectors.	<p>The following activities have been addressed:</p> <ul style="list-style-type: none"> • The branding of new Colchester Ultra Ready campaign. • www.colchesterultraready.co.uk website launched. • Inward investment guide and gatefold flier both published and distributed. • Production of Exhibition graphics. • The following Exhibitions have been attended: Business Essex, Southend and Thurrock (BEST) Growth Hub, Future Cities Forum and Business East Twitter account launched: @colchbusiness; with 400 followers. • A 'Linkedin' group account has been launched with a blog post published. • Individual Linkedin posts where appropriate. • Speaker slot secured for a national Digital Town Centre Conference in September 2017.
Work with the Town Team and other partners to promote Colchester to attract inward investment.	<p>The 'Colchester Ultraready' campaign has been launched to commercial agents, the creative and digital sector and key stakeholders demonstrating Ultrafast Broadband capability. Blogs have been published with the Association for Town & City Management (ATCM), the University of Essex and Invest Essex.</p> <p>Mutual social media support has been provided with the organisations listed above including the BEST Growth Hub and Colchester Business and Enterprise Agency (COLBEA).</p> <p>A presentation has been made at the national Revive and Thrive Conference hosted at the Mercury Theatre.</p>
Review the Better Colchester Town Centre website to promote Colchester.	<p>The Better Town Centre website now links to the newly launched Ultrafast Colchester site. This is a new Inward Investment tool which targets existing and future business occupiers and uses the new ultrafast connectivity in the town centre as a Unique Selling Point www.colchesterultraready.com</p>

Secure increased funding and support for skills initiatives particularly in growth or emerging sectors.	<p>Funding has been secured to conduct a feasibility study of a decentralised heat network in East Colchester in addition to funding to conduct development of the Northern Gateway decentralised heat project. An application has been made to secure funding for the deployment of the Northern Gateway scheme, with final decisions made in April 2017.</p> <p>Funding has been sought for a pilot project for low carbon lighting solutions in the Northern Gateway Boulevard development. This project is an Interreg Partnership project led out of Holland for delivery between September 2017 and December 2020.</p> <p>Housing Communities Agency (HCA) Capacity funding has been secured to support the development of housing sites, delivering social housing through the HCA.</p> <p>We are awaiting the outcome of a European Regional Development Fund (ERDF) bid which would deliver business support for the Creative and digital sector within Colchester and South East Local Enterprise Partnership (SELEP) area. This programme will run for three years.</p> <p>European Cultural cities funding has been secured, which enabled two members of the Colchester creative board to undertake study tours to Dundee.</p>
Provide local economic data to education providers to help ensure that the skills that Colchester businesses need are provided.	Working links continue with providers and Essex Skills Council to ensure that up to date information is available.
Ensure there is an ongoing five-year supply of housing sites and the provision of sufficient numbers, types and tenure of housing to meet local need.	<p>The Council regularly reviews its housing trajectory to ensure there is a 5-year supply of deliverable and developable housing sites. There have been no successful challenges to the Council's position. The new local plan will identify additional sites for future development to maintain the supply.</p> <p>Rural Exception site at Dedham completed. Research undertaken to ensure the wording of allocation policies helps deliver housing for local needs where this is appropriate.</p>
Deliver 205 new affordable homes in the borough by 2018.	A total of 100 new affordable homes were delivered in 2016/2017. Along with the 106 delivered in 2015/2016, the Council has achieved its target of 205 new homes by 2018.
Seek 20% of new homes on qualifying sites to be affordable homes.	During 2016/2017, a total of 10 qualifying sites had legal agreements settled which specified the affordable housing contribution to be built. The total affordable future properties secured is 64 with a commuted sum of £6,139,818 available.
Work with Colchester Borough Homes to increase the quality of council housing by refurbishing these	Another year of the Housing Investment Programme has been completed that has seen capital investment of more than £11 million made in the Council's housing stock, including investment in adaptations to ensure our properties meet the changing needs of our tenants. Contractors have completed the works on budget and to a high level of customer satisfaction. Refurbishment work at

properties and using new technologies to ensure they are energy efficient.	<p>Enoch House is nearly complete; work on the fifth and final phase due to finish in May. Feedback suggests that tenants have been satisfied with the quality of their new homes. Investment into estates and garage stock has improved the quality of the environment adjacent to our stock providing a positive impact on tenant's lives.</p> <p>A new process was introduced to transfer utility accounts to smart metering when properties are empty. This provides the tenants with more accurate energy bills and allows them to monitor and have a better understanding of their energy usage.</p> <p>We have worked in partnership with Helpline to assist our more vulnerable residents and over 500 Council tenancies are now covered by the monitoring and response contract.</p>
Work with statutory and voluntary sector partners to prevent homelessness and rough sleeping in the borough.	<p>We continue to work with partners to prevent homelessness and rough sleeping through actions set out in the Homelessness Strategy including:</p> <ul style="list-style-type: none"> • Colchester Borough Homes and voluntary sector partners have prevented homelessness 647 households during 2016 - 2017. • In partnership with Tendring District Council, we have successfully secured Department of Communities and Local Government (DCLG) funding for two years to provide a co-ordinated response to rough sleeping across both local authority areas, to support and prevent homelessness for this group. • We led on a bid with three Essex LA's in conjunction with the Women's Refuge to secure Government funding for refuge and specialist support for domestic abuse victims from hard to reach groups.
Articulate Colchester's transport needs to influence the development of new infrastructure by the Highway Authority and developers.	<p>A Local Plan 'Preferred Options document' was published and consulted upon in summer 2016 including transportation policies. Traffic modelling work was included as part of the Local Plan Evidence material. Further work was commissioned to inform the Infrastructure Delivery Plan. We formally responded to the Lexden Road bus priority scheme and we continued to lobby for changes to the design. We also commented on the proposed changes to Ipswich Road and Harwich Road junctions.</p> <p>The Park and Ride scheme now includes a stop for the hospital.</p> <p>Part of the case developed for the Tollgate Planning Appeal was the high level of sustainable access offered by the Town Centre when compared with Tollgate.</p>
Support the delivery of improvements to the strategic road and rail network.	<p>The Borough Council has continued to have representation on the A120 and A12 member and officer forum set up to help guide the development of these improvements. The Council formally responded to both A120 and A12 consultations in March 2017.</p> <p>Network Rail and Highways England were informed of Local Plan Growth and invited to attend the Garden Communities Transport Working Group. We have engaged with Greater Anglia who</p>

	articulated their investment in the new franchise and responded to the Network Rail consultation on future upgrades to the rail network needed to support growth in Colchester and the region.
Allocate developer funding to sustainable transport projects in the borough which improve the balance between different modes of transport.	<p>We have worked with Parks to deliver a new wider bridge across the Colne between Leisure World and Castle Park, improving the north south walking and cycle route in the town centre. The widened bridge opened in December 2016.</p> <p>The Best Foot Forward Travel Change behaviour programme was delivered in Mile End working with local schools, the community (over 400 people engaged at the Myland Community Fete, 95 people participated in the spring "playwalks" exploring the area on foot), health providers (28 patients referred) and businesses to encourage people to use sustainable transport.</p> <p>We have contributed to a long-term major maintenance fund with partners to allow the continuation of walking and cycling along the Wivenhoe Trail for a further 10 years.</p>
Improve the walking and cycling links between Colchester North Station and the town centre through initiatives such as 'Fixing the Link' (FTL).	<p>Phase One of Fixing the Link (FTL) has been completed. Phase Two has been developed to allow design and delivery to take place in 2017.</p> <p>Planning was approved in June 2016 for Balkerne Hill Bridge, which allowed the bridge to be widened to allow cycling to legally take place across Balkerne Hill for the first time in 30 years.</p>

Thriving

- Provide Colchester's heritage and wide ranging tourism attractions to enhance our reputation as a destination.
- Be recognised as a centre of learning with excellent schools and educational opportunities for young people to make the most of their potential.
- Be clear about the major opportunities to work in partnership with public, private and voluntary sectors to achieve more for Colchester than we could on our own.
- Cultivate Colchester's green space and opportunities for health, wellbeing and the enjoyment of all.

Action	Year End Report
Provide positive experiences for visitors and residents by promoting Colchester's key leisure, visitor attractions and events venues.	<p>This was achieved through the following:</p> <ul style="list-style-type: none"> • {Colchester Presents} Christmas advertising campaign. • A suite of short tourism promotion videos. • Launch of an Instagram photo account. • Delivery of the Leisure World TV advertising campaign. • Launch of the Colchester Events Company and publication of the new events guide. • Ongoing work with the night-time economy trade to raise and improve the reputation of Colchester at night.
Support and help market a range of cultural festivals for local people and visitors.	<p>This was delivered through:</p> <ul style="list-style-type: none"> • The Light & Shade event, Poppies @the Castle and the Christmas market in Castle Park. • Launch of the Colchester Events Company and publication of the new events guide. • The Summer Screen marketing campaign. • The Festival Support Fund. This provided £40K of funding shared between 22 organisations delivering a diverse mix of cultural, heritage, sporting and community events across the Borough in Financial Year 2016 - 2017. These events were supported through marketing via www.visitcolchester.com and social media feeds.
Enhance Colchester's heritage attractions with initiatives such as integrating attractions, identifying trails around the town, and lighting the Roman walls.	<p>Considerable progress has been made during this year to enhance the public presentation of Colchester's historic sites and monuments in line with the unified design approach. Six new interpretation panels have been installed. These are at St Botolph's Priory, Holy Trinity Church, Lexden Mount, Gryme's Dyke, along the Town Wall at the NE corner and at Scheregate. Planning for further panels at the SW corner and Headgate are at an advanced stage, with the latter due for installation in April 2017. Floodlighting of the Town Wall in Priory Street has been undertaken as part of the car park improvement. Work is progressing with the 'Marking the Gates' project to identify the</p>

	location of all of Colchester's town gates with the design work at an advanced stage. A new guidebook to Colchester's 'Wider Heritage', in the same style as the award-winning Castle guidebook, to be launched early in the new financial year. Further development of the 'Ancient Colchester' digital app is underway with new content about Gosbecks Archaeological Park to be added shortly.
Promote what Colchester has to offer to residents, visitors, and new businesses.	<p>The Official Colchester Visitor Guide was redesigned and launched in January 2017. An Integrated marketing campaign to encourage visitors and overnight stays including outdoor, radio, print and online promotions has run from June 2016 to June 2017.</p> <p>The group travel market has been targeted through attendance at trade shows and trade press promotions, development of a group travel database, and establishing new coach drop off point in High Street.</p> <p>A renewed relationship has been established with Visit England and Visit Britain.</p> <p>Ongoing search engine optimisation and additional marketing support for the destination has boosted new users to www.visitcolchester.com (122% in July 2016).</p> <p>Growth across Visit Colchester social media channels has been supported by the ispy marketing campaign.</p> <p>Purple Flag accreditation has been retained for the town centre evening and night time economy.</p> <p>Support of Revive and Thrive conference at the Mercury Theatre.</p>
Colchester & Ipswich Museum is an award winning service.	<p>Colchester and Ipswich Museums (CIMS) have been recognised with a number of awards in 2016 - 2017. These include the following:</p> <ul style="list-style-type: none"> • The Association of Cultural Enterprise award for the best Guidebook in the UK for the Castle Guide and finalist for the Fenwick Treasure reproductions. • A Stage One pass for the Heritage Lottery Fund (HLF) Skills for the Future programme – one of only two museums in the UK (The other is the British Museum). • Primary Times best attraction in Essex for Colchester Castle. • LEAP (an organisation offering Education, Training and Careers advice in Suffolk) award for the CIMS Training Museum programme. • Finalist for the Creative and Cultural Skills award for heritage training programme.
Establish an effective apprenticeship programme to provide career and learning opportunities for young people.	<p>Apprenticeships have been delivered through the regeneration project of 37 Queen street with Phelans contractors.</p> <p>A Council-wide scheme for apprentices is launching in 2007 using the new apprenticeship levy arrangements.</p>

Prepare for an externally funded Trainee programme at Colchester & Ipswich Museums.	CIMS has passed the first stage of an Heritage Lottery Fund skills development programme bid for £570k that proposes to employ 12 trainees at CIMS and support a further 12 employed by partner museums between 2018 and 2022.
Colchester & Ipswich Museum has applied to Arts Council England to become a National Portfolio Organisation 2018 - 2022.	CIMS has submitted a bid for £800k over four years, between 2018 – 2022, to become an Arts Council England (ACE) funded National Portfolio Organisation (NPO). This will add capacity to deliver its services to target groups and to increase its potential to generate income. The results will be known in June 2017.
Work with the third sector to deliver Colchester's Environmental Sustainability Strategy.	<p>We have developed a network of community groups and third sector organisations with a joint aim to support work in environmental sustainability and to support communities to build resilience. By working with third sector partners in 2016 - 2017, the Council will have:</p> <ul style="list-style-type: none"> • Helped residents save on their energy bills by running Big Community Switch auctions. In 2016 - 2017, Colchester's residents took part in three auctions, this saved a total of £43,321 on resident's fuel bills and on average saved £175 per annum per household. • Delivered a new CBC seminar 'Building Resilient Communities' which provided sector specific workshops in housing, communities, education, business and with other Councils. This event brought many third sector and volunteer led groups together to collaborate in building resilience to climate change. • Supported a rural skills training facility by assisting with external grant funding applications and actively promoted new rural skills training courses at CBC led events. • Promoted energy efficiency, during annual Big Energy Week and the Green Open Homes event. • Reduced fuel poverty, by presenting information and offering advice on energy switching and smart meters to the registered social housing provider forum.
Make the most of our parks and open spaces by managing them well and offering a range of activities and events.	<p>The Council continues to achieve Green Flag accreditation for the management of Castle Park and Highwoods Country Park. In addition to this, Castle Park is recognised for its heritage significance through its accreditation of the Green Flag Heritage Award. Additionally Colchester's open spaces were recognised in the Anglia in Bloom 2016 competition by achieving the following:</p> <ul style="list-style-type: none"> • Overall winner and gold award - Best large park – High Woods Country Park. • Overall winner - Best garden Special needs – High Woods Country Park, Big Garden. • Overall winner - Best local authority floral display – The Three Bees - Castle Park. • Gold Award – Best young people's project – Castle Park Bee trail. • Gold award – City category – Colchester.

	<p>A wide range of events are staged by external organisations in a variety of parks and open spaces throughout the year, with the Events Team enabling the use of CBC sites providing interest for visitors and income to the Council. Improvements have been delivered to the guidance and booking arrangements to offer more self-help and guidance to event organisers.</p>
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Welcoming

- Ensure Colchester is a welcoming and safe place for residents, visitors and businesses with a friendly feel that embraces tolerance and diversity.
- Improve the cleanliness and health of the place by supporting events that promote fun and wellbeing.
- Create a business friendly environment, encouraging business start-ups, support to small and medium sized enterprise and offer development in the right locations.
- Make Colchester confident about its own abilities, to compete with the best of the towns in the region to generate a sense of pride.

Action	Year End Report
Work with partners to fund and deliver streetscape improvements to support economic vitality.	<p>A project has been developed for the South East Local Enterprise Partnership (SELEP) in respect of a new boulevard at Northern Gateway. This is a product of the Master plan/public realm strategy and Concept Development Brief for the eastern part of the northern gateway setting out in more detail how the boulevard would look, its connections and its capital cost. The boulevard is an essential part of the movement network allowing sustainable access to all the residential and employment sites along its central spine. It will help to identify development plot frontage and provide a place for commercial and community activities to front and to meet, creating a public place and raising the attractiveness and value of the sites which access it. This project is being developed under the LEP umbrella for submission for Government funding, and a draft PID has been prepared.</p> <p>A Draft Public realm strategy has been created for Northern Gateway destination. This is in draft form and has led to a Concept development brief for the Southern/Eastern part of the Northern Gateway providing an indication of development type, layout, access and floor space. It will be submitted as part of the outline planning application for this area towards the end of this year.</p> <p>The Council has worked with Essex County Council (ECC) to deliver new alleyway improvements in the town centre.</p> <p>Work continues in partnership with EEC to bring public realm enhancements to the town centre.</p>
Work with partners in the Safer Colchester Partnership to deliver support, promotion and regulation in order to make Colchester even safer and for it to feel safer.	<p>The Safer Colchester Partnership (SCP) continues to review its governance structure and Terms of Reference to ensure it is fit for purpose into the future. There is an annual partnership plan setting out the work of the partnership to address crime and disorder for the period and is monitored regularly to ensure targets are being achieved. Priorities are determined by the Annual Strategic Assessment of Crime, and a 'Fear of Crime' survey was also conducted with residents to determine areas of concern that need addressing.</p> <p>Purple Flag accreditation has been retained for the town centre evening and night-time economy.</p> <p>The Licensing Enforcement Group continues to go from strength to strength, with non-compliance at its lowest level.</p>

	<p>The Council successfully bid to become a Local Alcohol Action Area, receiving support from the Home Office to tackle alcohol related crime and disorder, promote a diverse night time economy and use data sharing to enhance partnership working.</p>
<p>Improve the information available to new residents.</p>	<p>There was a Launch of a Digital Destination marketing campaign.</p> <p>The current review and re-development of the website will make it easier for all residents (including new residents) to access our online information and improve 'end to end' online transactions. Our first area is focussing on Waste and Recycling services and will be available later this year.</p> <p>Developing the use of our new Microsoft social engagement tool, which collects data on customer opinion on social media, will help us to understand our customers through social media and engage more effectively with all residents. This could be particularly useful for new residents or those who need signposting to online information or web transactions. A pilot will be undertaken to test the costs and benefits of using the tool. The testing will be undertaken with Leisure World and through a media campaign (Help us Help You – a local campaign based on Drink Aware's work to reduce alcohol misuse and harm).</p>
<p>Improve street cleansing and enforcement in Colchester town centre, and in Stanway, Tiptree, West Mersea, and Wivenhoe.</p>	<p>The enforcement rota continues to work well in the town centre, with Wardens from all Zones undertaking enforcement. In the other areas, hot spots have been identified so that patrols can be focused on specific areas of need. Final figures show for 2016 – 2017, 40 Littering Fixed Penalty Notices (FPN's), 3 Dog Fouling FPN's and 2 Fly Tipping prosecutions have been completed.</p>
<p>Work with health partners to contribute towards delivering effective outcomes for individuals and their families, with particular focus on prevention and intervention to improve health outcomes and to tackle health inequalities.</p>	<p>The Council worked with partners to develop the 'Startwell' programme for delivery in 2017 - 2018. The programme will implement projects ranging from focussed individual support for young people and families at crisis point, through to community wide prevention and enabling activity.</p> <p>CBC attends the A&E Delivery Board, the strategic partnership for health system partners in North East Essex and its operational sub group, the System Resilience Operational Group (SROG). This partnership aims to facilitate system wide partnership working; improve patient flow through the hospital; reduce demand on services; and ensure individuals receive care in the community or at home where it is appropriate to do so.</p> <p>We recruited Housing & Health Project Officers. These are now in post and are undertaking education and awareness with front line health partners, establishing cross referral mechanisms and actioning cases where individuals/families housing conditions are a barrier to good health.</p> <p>The Council established the Colchester Dementia Action Alliance (DAA) with the CCVS and other partners. The DAA encourages a community response to dementia by encouraging businesses, organisations and groups to take practical steps that support people living with dementia and their carers to live well.</p> <p>We piloted the delivery of Making Every Contact Count (MECC) training with front line staff from Private Sector Housing, Environmental Protection, Leisure World, Customer Solutions, Communities</p>

	and Helpline. MECC is designed to increase skills and confidence in staff to raise lifestyle health issues and opportunities for achieving positive long term behaviour change.
Lead and develop the Active Colchester Network to co-ordinate programmes and activities to increase participation.	<p>A Sport & Leisure Officer Chairs the Active Colchester Community Sports Network, which is attended by representatives from Colchester Borough Council, University of Essex, Colchester Institute, Colchester Garrison, Essex FA, Essex County Cricket Club, Colchester Community Volunteer Services, Active Essex and Colchester United Football in the Community.</p> <p>Active Colchester successfully applied for funding to stage a number of activities and events in 2016 - 2017 including the following:</p> <ul style="list-style-type: none"> • Mersea Island park run. • Funding workshop for sports clubs. • Indoor cricket sessions for adults with disabilities. • Women's netball sessions. • Afternoon Tea Dance for older people. • Weekly street sport sessions for 12 - 18 year olds. • Walking Football sessions for those over 50 years of age. • Women's and Girls Come and Play football sessions. • Super 6's football sessions for 14 - 25 years. • Grassroots football club workshops.
Work with Colchester Borough Homes, housing providers, private landlords, residents and partners to create cleaner, greener and safer communities.	<p>Private Sector Housing Officers have undertaken 805 visits to dwellings, issued 51 House in Multiple Occupation (HMO) licences, and 31 Student Accommodation Accreditation certificates. The team have improved 122 dwellings, improved 43 HMOs, in all removing 285 hazards including 49 'category 1' hazards (the most serious). 48 households have been removed from fuel poverty. CBC and CBH have worked in partnership to deliver a supported Disabled Facilities Grant (DFG) adaptations service that supports disabled residents to maintain their independence at home for longer. 118 DFG cases have been completed, a 110% increase on last year.</p> <p>Animal Services Officers have undertaken 913 visits to treat significant public health pests over the course of the year.</p>
Enhance the offer from Colchester Business Enterprise Agency to deliver a 'one-stop-shop' for business start-ups and survival.	COLBEA have secured funding to deliver business support and training from the BEST Growth hub, which is a SELEP wide initiative.

Deliver the Creative Business Centre in the town centre to support fledgling businesses.	The Creative Business Centre is open and all 43 studios were let within one month of opening.
Launch a new destination marketing campaign to raise Colchester's profile and to encourage pride in the borough.	#iSpy marketing campaign – new video content has been shared online via a number of national e-marketing platforms {Colchester Presents} marketing activity – Christmas and Light & Shade Destination Colchester campaign launched in December to ensure cross marketing of council assets.

Corporate Indicator Set Year End Performance 1 April 2016 – 31 March 2017					
Indicator	Result 2015 – 2016	Target 2016 – 2017	RAG 2016 – 2017	Result 2016 – 2017	Supporting Narrative

Planning Key Indicators

KI P1 Processing of planning applications	Majors 88%	80%	G	95%	All applications categories saw their highest performance levels this year.
	Minors 90%	85%	G	95%	
	Others 96%	90%	G	97%	
KI P2 Planning appeals allowed against our decision to refuse	27.9%	30% maximum	R	40.4%	Other Essex Local Planning Authorities report they are noticing what they believe to be a more permissive approach from inspectors, combined with new inspectors and an inconsistent approach to similar issues at appeal. National average now 32%.

Benefits Key Indicators

KI B1 Time to process housing benefit new claims and changes	10 days Housing Benefit	13 days Housing Benefit	G	8 days Housing Benefit	Both HB & LCTS targets have been exceeded this year by the Benefits Team. Additionally, an improved performance has been delivered against the previous year. The focus has been to 'act on first contact' from the customer and to make the processes more efficient and effective, resulting in less days taken to process new claims and changes.
	14 days LCTS	16 days LCTS	G	11 days LCTS	

Corporate Indicator Set Year End Performance 1 April 2016 – 31 March 2017					
Indicator	Result 2015 – 2016	Target 2016 – 2017	RAG 2016 – 2017	Result 2016 – 2017	Supporting Narrative

Housing Key Indicators

KI H1 Net additional homes provided	933	830	G	912	The volume delivered has exceeded the year end target.
KI H2 Affordable homes delivered (gross)	106 Delivered over year one	205 Total over three years	G	100 Delivered over year two	Delivery has exceeded expectations due to some Section 106 obligations being delivered earlier than anticipated. This has resulted in the three-year target being achieved a year early.

Housing Key Indicators delivered by Colchester Borough Homes (CBH)

KI H3 Homelessness cases prevented	58%	45%	G	50.82%	Supportive action was taken to prevent the homelessness of 647 households. This exceeds the target and represents a good proportion of the total number of households presenting to the Council for support due to homelessness (1,273 households).
KI H4 Rent Collected	98.85%	98%	G	98.85%	Mitigating work in relation to Welfare reform, such as applying for benefits and maximising income, has supported the work of Housing Officers to retain exceptionally high income collection levels this year. As Welfare reforms continue to impact on tenants, the work of Housing Officers involved to maintain collection rate levels increases.

Corporate Indicator Set Year End Performance 1 April 2016 – 31 March 2017					
Indicator	Result 2015 – 2016	Target 2016 – 2017	RAG 2016 – 2017	Result 2016 – 2017	Supporting Narrative

KI H5 Average time to re-let council homes	16.81 days	28.5 days (New Measure) 17 days (Old Measure)	G	21.22 days 12.02 days	The level of council properties available for let has reduced significantly this year to only 250 general needs properties throughout the year. These reducing levels have supported the extent to which the target has been over-achieved.
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Waste and Recycling Key Indicators

KI W1 Residual household waste per household	415 kg	400 kg	R	422 kg	Residual waste increased overall by 924 tonnes compared with the figure for 2015-2016. This rise is a trend which continues to be seen across Essex and further details will be available when the Essex Waste Partnership data is presented.
KI W2 Household waste reused, recycled and composted	4,594 tonnes highr. 19%	48%	R	44.90%	The total tonnages of dry recycling overall were down by 24 tonnes compared with 2015-2016. There were slight increases and decrease across the range of materials collected. Garden waste was 694 tonnes higher than the previous year. A comparison with other Districts and Boroughs will be undertaken when the Essex Waste Partnership data is available to see if this performance continues to reflect performance across Essex.
KI W3 Number of weekly missed collections	82 missed bins a week	95 missed bins a week	G	81 missed bins a week	Target and previous years' results have been exceeded. This indicator is a measure of the performance of the service in terms of customer satisfaction where continuous improvement is being achieved.

Corporate Indicator Set Year End Performance 1 April 2016 – 31 March 2017					
Indicator	Result 2015 – 2016	Target 2016 – 2017	RAG 2016 – 2017	Result 2016 – 2017	Supporting Narrative

Resources and Organisational Key Indicators

KI R1 Council Tax collected	97.6%	97.5%	G	97.85%	Target and previous year results have been exceeded. A co-ordinated team effort with focus on collection throughout the year has achieved excellent results. In addition there has been a significant increase in the amount of money to collect as the tax base continues to grow year on year.
KI R2 Business Rates (NNDR) collected	98.3%	97.8%	G	98.49%	Target and previous year results have been exceeded. The team worked to improve collection methods as well as more accurate performance tracking to achieve some impressive results.
KI R3 Sickness rate in working days	6.86 days	7.5 days	R	8.94 days	A relatively small number of long-term sickness cases being resolved has led to this figure spiking in the last months of the year. Senior Management Team will be placing a renewed focus on achieving this target next year.

Proposed KPI Targets for 2017 - 2018					
Indicator	Result 2016- 2017	Target 2016 – 2017	RAG 2016 – 2017	Proposed Target 2017 – 2018	Comments

Planning Key Indicators

KI P1 Processing of planning applications	Majors 95%	80%	G	85%	
	Minors 95%	85%	G	88%	
	Others 97%	90%	G	91%	

Benefits Key Indicators

KI B1 Time to process housing benefit new claims and changes	8 days Housing Benefit	13 days Housing Benefit	G	12 days Housing Benefit	
	11 days LCTS	16 days LCTS	G	16 days LCTS	

Proposed KPI Targets for 2017 - 2018					
Indicator	Result 2016- 2017	Target 2016 – 2017	RAG 2016 – 2017	Proposed Target 2017 – 2018	Comments

Housing Key Indicators

KI H1 Net additional homes provided	912	830	G	830	
KI H2 Affordable homes delivered (gross)	206 Delivered over two years	205 delivered over three years	G	255 delivered over three years	This is a revised figure including a stretch target of 50 additional homes for 2017 – 2018.

Housing Key Indicators delivered by Colchester Borough Homes (CBH)

KI H3 Homelessness cases prevented	50.82%	45%	G	45%	
KI H4 Rent Collected	98.85%	98%	G	98%	
KI H5 Average time to re-let council homes	21.22 days	28.5 days	G	25 days	

Proposed KPI Targets for 2017 - 2018					
Indicator	Result 2016- 2017	Target 2016 – 2017	RAG 2016 – 2017	Proposed Target 2017 – 2018	Comments

Waste and Recycling Key Indicators

KI W1 Residual household waste per household	422 kg	400 kg	R	395 kg	
KI W2 Household waste reused, recycled and composted	44.90%	48%	R	49%	
KI W3 Number of weekly missed collections	81 missed bins a week	95 missed bins a week	G	95 missed bins a week	

Proposed KPI Targets for 2017 - 2018					
Indicator	Result 2016- 2017	Target 2016 – 2017	RAG 2016 – 2017	Proposed Target 2017 – 2018	Comments

Resources and Organisational Key Indicators

KI R1 Council Tax collected	97.85%	97.5%	G	97.5%	
KI R2 Business Rates (NNDR) collected	98.49%	97.8%	G	97.8%	
KI R3 Sickness rate in working days	8.94 days	7.5 days	R	7.5 days	

Other performance news

- **Awards and accreditations**

The highlights are summarised here and also the Council's website www.colchester.gov.uk in the [achievements](#) section

Achieved April 2016 to March 2017:	
Living Wage Employer	Colchester Borough Council has renewed its commitment to being a Living Wage Employer , after taking out CBC's first annual licence with the Living Wage Foundation on 1 February 2016. The licence is a formal agreement for CBC to adhere to the criteria set out by the Living Wage Foundation. This means that as well as paying the Living Wage to all directly employed staff, a phased plan for third-party contracted staff is in place as relevant contracts come up for renewal. Grounds Maintenance was the first CBC contract to include paying the Living Wage when this contract started in April 2016.
Best Product Awards - Association of Cultural Enterprises 2017	Colchester and Ipswich Museums won Best Guidebook for a Museum category in the Association of Cultural Enterprises' national awards, for its 'Colchester Castle – 2,000 years of history' publication. Colchester Castle was also a finalist in the Best Product category for the Fenwick replica bangle.
Creative and Cultural Skills Awards	Colchester and Ipswich Training Museum was shortlisted in the Cultural Heritage category of these national awards. The Training Museum team were able to showcase their work around diversity, through the traineeships, schools activities and volunteering, as well as demonstrating commitment to championing new talent through the Transforming People conference.
Colchester - A Fairtrade Town	The Fairtrade Foundation awarded Colchester the title of 'Fairtrade Town', an official status awarded to towns that have a proven commitment to supporting Fairtrade. Colchester has maintained this status every year since 2006, and it demonstrates the town's commitment to raising awareness of the benefits of Fairtrade products in the community. A combined Commonwealth Day and the start of Fairtrade Fortnight event was held in March 2017 at the Town Hall.
Primary Times - Star Awards	Colchester Castle has won the award for Best Museum or Historical Attraction in Essex for 2017. The awards, which are now in their fourth year, champion the best places and best businesses within Essex for families with young children. Winners are selected solely by votes from the readers of Primary Times in Essex (readers also voted Colchester Castle into top place in 2015).
Countywide Essex Business Awards	Winner of the Environmental Awareness category for the Council's Environmental Sustainability Strategy and related work. The Strategy sets out how Colchester will be a prominent sustainable borough by being a leading example in the community and helping communities become more resilient to climate change. The Environmental Sustainability Strategy and CBC's #greenercol film can be seen at www.colchester.gov.uk/sustainability
Gold Travel Award	Colchester Borough Council's Staff Travel Plan has retained its 'Gold' status as part of Essex County Council's travel plan accreditation awards.

Britain in Bloom	Colchester achieved silver-gilt in the small city category (Anglia region).
Park Mark - the safer parking scheme	Twenty of Colchester Borough Council's car parks across the town centre and borough were given the nationally recognised Park Mark award following an independent Police inspection and assessment in September 2016. The annual award is given in recognition of investment to keep the car parks to a high standard, ensure the safety of customers and their vehicles, and where there are low instances of crime.
Anglia in Bloom	Winners included High Woods Country Park (winner of <i>Parks [Large Over 10 Acres]</i> and gold award); the Big Garden at High Woods Country Park (winner of <i>Best Garden for Special Needs</i>); Castle Park (<i>Parks [Large Over 10 Acres]</i>) gold award; the Castle Park 'three bees' (winner of <i>best local authority floral display</i>) - and Colchester earned a gold award in the city category. Colchester Cemetery was awarded silver-gilt (<i>cemeteries over 10 acres</i>).
Green Flag Awards	Castle Park and High Woods Country Park have again both been awarded Green Flag Awards, recognising them as two of the best parks in the UK. Green Flags set a benchmark of standards for management and maintenance of publicly accessible urban and countryside parks, and promotes the community value of green spaces. The Castle Park also earned Green Heritage Site status.
The Geography of Creativity in the UK	A national report highlighted a boom in the growth and significance of creative industries in Colchester. NESTA and Creative England launched a new report 'The Geography of Creativity in the UK'. The report ranks Colchester as 8th in the country for Creative Industries' Importance in terms of drawing people in to work in the sector from a wider area. Colchester also ranks 20th in the UK for high concentration and growth - beating places such as Brighton and Newcastle.
Chartered Institute of Public Finance and Accountancy (CIPFA)	Successfully reassessed as being a CIPFA Continuing Professional Development (CPD) Accredited Employer for best practice.
Newquest's North Essex Business Awards	The Council won the Environmental Awareness category for its Environmental Sustainability Strategy and related work. The strategy outlines its approach to environmental issues and identifies what it is aiming to achieve by 2020, setting out how Colchester will be a prominent sustainable borough by being a leading example in the community and helping communities become more resilient to climate change.
Adult Learners Awards	The Training Museum is a three-year project by the Colchester + Ipswich Museums Service, set up in 2015 with funding from Arts Council England to develop the next generation of museum staff. Seven full-time trainees on this course scooped the Arts and Cultural Learning prize.
Charter Status for Elected Member Development	The Council passed its interim reassessment in June 2016. This award recognises that the Council has achieved best practice in the way it provides learning and development opportunities for its elected members (councillors). This helps ensure that elected members have the necessary skills and knowledge to effectively represent the community.

Tripadvisor certificate of excellence	Awarded to High Woods Country Park for the first time - joining the Castle Museum, Hollytrees Museum and the Castle Park – for consistently achieving outstanding reviews from visitors.
LEXCEL	Legal Services were re-accredited against this Law Society standard. Lexcel is the Law Society's legal practice quality mark for excellence in legal practice management and excellence in client care.
GeoPlace – national Exemplar Gold award	Gold Performance Award for Address Data - for consistently maintaining the highest level of data quality. The Exemplar Awards recognise excellence in local authority business-critical data creation of Address data, known as a Local Land and Property Gazetteer (LLPG) and Street data, known as a Local Street Gazetteer (LSG). Only 15 authorities in the east of England achieved this Gold standard.
Essex Digital Awards 2016	These awards recognise the online achievements of businesses, charities and public bodies from across the county. <ul style="list-style-type: none"> • The Parking Blog of 'Anna Tendant', a Civil Enforcement Officer working for the North Essex Parking Partnership (NEPP), won the Gold Awards in the 'Business Blog' category, for its weekly updates with 7,000 views to April 2016. • 'Pritchard's Point of View' won the Bronze Award in the 'Blog: Entertainment' category. Since its launch in February 2015, this has become a regular platform for Adrian's sometimes serious, sometimes quirky musings on issues, projects and important matters concerning Colchester and the work of the Council from his viewpoint as Chief Executive. • CBH was shortlisted in the 'use of video for business' category.
Financial Sustainability: new essential guide	The Council features as a case study in this best practice guide from the Local Government Information Unit (LGIU). " <i>Colchester is currently involved in projects which will see increased business rates and rental income for the Council, and improve transport in their area</i> " (page 10 for full item).

• Other performance news for April 2016 to March 2017

Datashare – a wide range of performance data is available 24/7 via the online Datashare tool on the Council's website [here](#). Categories include spending, business rates, democracy, housing, land, parking, planning, licensing, recycling and waste.

The Council also publishes the information from Datashare on [data.gov.uk](#), which currently shows 85 datasets about the Council / [104](#) about Colchester. Data.gov.uk is a key part of the Government's work on Transparency and Data. The data.gov.uk implementation is being led by the Data team in the Cabinet Office, working across government departments to ensure that data is released in a timely and accessible way – and brought together into one searchable website.

Annual reports – the Council produces annual reports on its performance in various areas. These reports are brought into one place on the website [here](#) for ease of reference, and to make it easier for the public to find which annual reports are available.

**SCRUTINY PANEL
MINUTE EXTRACT
18 JULY 2017**

123. Year End 2016-2017 Performance Report including progress on Strategic Plan Action Plan

Councillor Young (by reason of holding the position of Chair of Colne Housing) declared a non-pecuniary interest in the following item pursuant to the provisions of Meetings General Procedure Rule 7 (5).

Councillor Young, Portfolio Holder for Business and Culture, and Matthew Sterling, Assistant Director (Policy and Corporate), introduced the Year End 2016-2017 Performance Report including progress on Strategic Plan Action Plan report. The report requests that the Scrutiny Panel consider the significance of the performance of the organisation and its ability to operate effectively and achieve its strategic goals. The report also requests the Panel to consider whether the proposed targets for next year are sufficiently realistic and ambitious.

Matthew Sterling provided the Panel with information relating to the Key Performance Indicators from the previous year. In total, there were ten KPI's listed as green and four categorised as red. Matthew Sterling provided the Panel of a summary of those indicators which had surpassed the targets, this included the number of affordable homes delivered, which had exceeded its target within two of the three years, and the number of planning applications processed, which had the highest performance levels during 2016/17. With regard to those Key Performance Indicators that did not achieve the target, Matthew Sterling commented that the whilst the level of sickness had not achieved this years target, a number of long term sickness cases had been resolved, which would assist with next year's target.

Matthew Sterling also highlighted the progress on the Strategic Plan Action Plan, and highlighted in particular the work on preventing homelessness, promotion of Colchester as a tourist destination and improvement in street cleaning. Matthew Sterling also informed the Panel that many of the targets for next year will remain at the same level, however Cabinet has proposed that the target for planning appeals allowed against a decision to refuse is removed from next year's Key Performance Indicators.

It was suggested by Panel members that, as Cabinet have recommended that the target relating to lost planning appeals be removed, that the Planning Committee should be kept informed of planning appeals that are lost. Matthew Sterling informed Panel members that a total of 60% of appeals are upheld, with 40% of cases lost on

appeal; the majority of cases that go to appeal are officer decisions. A Panel member queried whether the previous year's figure was consistent in both last years and this year's report.

With regard to the key performance indicator on affordable houses provided, Panel members questioned whether the current three year target was sufficient given that it had been achieved in two years. In response, Matthew Sterling highlighted that the three year target was ambitious and whilst the Council achieved the target, there is still learning required. Councillor Young highlighted the achievement of the Council to deliver on its affordable housing target and informed the Panel that many other local authorities do not reach their targets. It is proposed that the target for next year will remain as the target for this current year.

The Panel then discussed the key performance indicators related to waste, in particular the increase in residual waste collected per household. Matthew Sterling highlighted that over the years there had been a number of steps to reduce the level of residual waste including introducing food waste and promoting recycling. The aim of the waste review is to reduce these levels further and a review of the new waste system by the Scrutiny Panel will take place in December. Councillor Young, in response to a query, confirmed that 81 missed bin collections is a low number and that having a zero target would not be achievable. Missed bin collections can occur due to new developments and housing estates as well as the occasional use of agency workers.

The Panel suggested that the report containing the current progress and next year's targets could be merged shortening the report.

With regard to how targets are reviewed, Matthew Sterling stated that where performance exceeds the target during the year there is inevitably pressure to improve the target. However, setting targets requires planning to ensure that the target is viable, and incrementally improves performance; with each area taken on a case by case basis.

Some Panel members raised concerns that the activities listed as part of the Strategic Plan Action Plan focused on the urban areas of the Borough rather than the rural. Matthew Sterling highlighted work that had occurred in the rural areas including the seven secrets tourism and visitor campaign, as well as homelessness prevention services. Councillor Young highlighted the introduction of neighbourhood plans and well as Colchester in Bloom and Litter Warriors as examples of activities outside of the centre of Colchester. Councillor Young also confirmed that the towns listed under the street cleaning section was not exclusive to those areas.

Panel members raised questions regarding the Northern Gateway development. Matthew Sterling stated that further information can be provided to the Panel in the

near future with regard to business demand and affordable housing. The Chairman suggested that this would be useful given nature of the site.

A Panel member questioned the way in which the success of tourism and sport and leisure is measured. Matthew Sterling confirmed that for sport and leisure measures included amount spent and total membership numbers. In terms of tourism this takes longer for the outcomes to be seen, however it is possible to track information relating to group travel, coach travel and hotel occupancy. Colchester Borough Council have also launched TV advertising which has made a step change.

The issue of the train services was raised, particularly whether the Council has any powers over Greater Anglia to increase the provision of carriages and expanding station capacity. In response, Councillor Young confirmed that whilst the Council does not have power, it does have influence and can lobby through different areas to improve the train service.

The Chairman of the Panel, following queries regarding the events service suggested that this maybe something that could be reviewed by the Scrutiny Panel in the future.

Discussing the awards that had been given to the Council, members highlighted that there were additional villages that had won the Colchester in Bloom awards. Following a query as to whether the awards won by the Council is good in comparison to other local authorities, Matthew Sterling stated that the basis of the awards is to improve the performance. Councillor Young highlighted that the awards were achieved due to the strategic plan, rather than a focus on achieving awards.

RESOLVED that;

- a) The Panel considered the performance of the Council during 2016-17 and its ability to operate effectively and achieve its strategic goals.
- b) The Panel considered the proposed targets for 2017-18 are sufficiently realistic and ambitious.

Report of	Assistant Director Policy & Corporate	Author	Hayley McGrath 508902
Title	2016/17 Year End Review of Risk Management		
Wards affected	Not Applicable		

This report concerns the review of the Risk Management work undertaken for the period 1 April 2016 to 31 March 2017.

1. Decision(s) Required

- 1.1 Note the risk management work undertaken during 2016/17.
- 1.2 Note the current strategic risk register.
- 1.3 Approve the proposed risk management strategy for 2017/18 and recommend to full Council that it be included in the Council's Policy Framework.

2. Reason for decision

- 2.1 Cabinet has overall ownership of the risk management process and is responsible for endorsing its strategic direction. Therefore the risk management strategy states that Cabinet should receive an annual report on progress and should formally agree any amendments to the strategy itself.
- 2.2 During the year progress reports are presented to the Governance & Audit Committee detailing work undertaken and current issues. This report was presented to the Governance & Audit Committee on 25 July 2017, where they approved its referral to this meeting.
- 2.3 The Risk Management Strategy is one of the key corporate governance documents that supports the Constitution of the Council and forms part of the Policy Framework. Accordingly any amendments have to be approved by Full Council.

3. Key Messages

- The main risks on the register continue to be the potential impact of future central government decisions to reduce public funding, failure or inappropriate management of a strategic partner and the potential impact of the European Union referendum result. These are all outside of the direct control of the Council. However the impact of these risks can be mitigated, and risks identified in section 6 - Assets and Resources - are a reflection of the work that is undertaken to ensure that the organisation can respond to these challenges.
- Risk Management principles continue to be reinforced and embedded in the organisation. The 2015/16 Annual Audit Report, issued by the Council's external auditors, Ernst & Young, in December 2016, did not include any findings of anticipated risks occurring. This is further demonstrated by the 2016/17 internal audit review which provided a substantial assurance level.

4. Supporting Information

- 4.1 The aim of the Council is to adopt best practices in the identification, evaluation, cost-effective control and monitoring of risks across all processes to ensure that risks are properly considered and reduced as far as practicable.
- 4.2 In broad terms risks are split into three categories:
- Strategic – those risks relating to the long term goals of the Council
 - Operational – risks related to the day-to-day operation of each individual service
 - Project – consideration of the risks relating to specific initiatives
- 4.3 Strategic risks are essentially those that threaten the long term goals of the Council and therefore are mainly based around meeting the objectives of the Strategic Plan. They may also represent developing issues that have the potential to fundamentally affect service provision, such as proposals to dramatically change welfare processes. Strategic risks are owned by members of the Senior Management Team.
- 4.4 Operational risks are those that threaten the routine service delivery of the Council. Each service area has their own operational risk register that details the risks associated with providing the service. These registers are reported, in summary format, to the Senior Management Team and committee on an annual basis. High risks and the success in controlling them are reported to Senior Management Team on a quarterly basis, as these assist in the formulation of the strategic risk register.
- 4.5 Project risks are those that relate solely to the successful delivery of that specific project. They tend to be quantifiable issues, such as resource or time related, and constantly change and develop over the course of the project as each stage is completed. The lead on the project is responsible for ensuring that there is an appropriate risk register and high level issues are reported to the senior management team.
- 4.6 The Year End Review of Risk Management was considered by the Governance and Audit Committee at its meeting on 25 July 2017 and the minute of the Governance and Audit Committee is at Appendix 4 (to follow).

5.0 Summary of 2016/17

- 5.1 Health and Safety is a key part of managing operational risks and work continues to ensure that the Health and Safety framework is embedded across the organisation. A more detailed report will be provided to committee later in the year however key projects have included reviewing the support for lone workers and managing challenging customers.
- 5.2 Work has been undertaken supporting the Community Stadium and football club with their Safety Advisory Group (SAG), in particular with regards to the recent Olly Murs concert. Officers also support the Colchester SAG, reviewing the risk elements of event plans.
- 5.3 There were no fundamental changes to the processes used to identify and control risk, during 2016/17.
- 5.4 An audit of the risk management function was carried out in January 2017. This produced four level two recommendations. These related to managing the operational risk registers and
- 5.5 The risk registers for the Joint Museum Service and the North Essex Parking Partnership both continue to be produced and reported to the joint committees.

6. Strategic Risk Register

- 6.1 During 2016/17 the strategic risk register was reviewed by the senior management team every quarter and reported to the Governance & Audit Committee every six months. The current register is shown at appendix 1. These risks have been mapped onto a risk chart as shown at appendix 2.
- 6.2 The Corporate Governance Manager reviewed the strategic risks with each member of the Senior Management Team in March 2017, and in June the Performance Management Board (PMB) comprehensively reviewed the register to ensure that the identified risks were still appropriate.
- 6.3 A separate exercise was undertaken to review the actions highlighted on the register to ensure that they are suitable to control the identified risks and an audit review was carried out to verify that actions were being implemented.
- 6.4 A new risk has been added at 3.e – increase in challenging behaviour from customers, when the Council cannot meet the customer's expectations. Alongside partners being unable to provide support or having incorrectly signposted the customer to the Council.
- 6.5 There were no changes made to the scores following the review.

7. Risk Management Strategy for 2017/18

- 7.1 The Council's current approach to managing risk was introduced in 2006/07. A requirement within the strategy, and also of the annual audit assessment, is to review the approach each year to ensure that it is still appropriate to the Council's needs.
- 7.2 Therefore a review has been undertaken and the strategy has been updated for 2017/18. The revised strategy is attached at appendix 3. There are no fundamental changes proposed to the risk process with amendments only to external review comments and the updating of role titles.

8. Proposals

- 8.1 To note and comment upon:
- the Council's progress and performance in managing risk during 2016/17, and
 - the current strategic risk register.
- 8.2 To endorse the submission of the revised Risk Management Strategy for 2017/18 to Full Council for inclusion in the Policy Framework.

9. Strategic Plan References

- 9.1 The strategic risk register reflects the objectives of the strategic plan and the actions have been set with due regard to the identified key strategic risks. Therefore the risk process supports the achievement of the strategic objectives.

10. Equality, Diversity and Human Rights Implications

- 10.1 Whilst there are no direct equality, diversity or Human Rights implications from this report, the risk management process recognises the impact of the legislation and

controls have been implemented, including the completion of Equality Impact Assessments, to mitigate the risk.

11. Risk Management Implications

- 11.1 The failure to adequately identify and manage risks may have an effect on the ability of the Council to achieve its objectives and operate effectively.

12. Other Standard References

- 12.1 There are no particular references to Consultation, Publicity, Financial, Community Safety or Health and Safety implications as a result of this report.

Colchester Borough Council – Corporate Strategic Risk Register
July 2017 – September 2017

1. AMBITION											
Specific Risks		SCORE						Consequences	Actions	Owner	
		Current			Previous						
		P	I	O	P	I	O				
1a	In a period of public sector resource reductions the ability to have ambition and to deliver on that ambition.	3	2	6				Major changes needed to the town would not be delivered thus affecting the quality of life of its residents and businesses.	Ensure the KPI and SPAP reporting processes are effectively used to inform senior management and politicians about the performance and direction of the organisation.	Assistant Director Policy and Corporate	Sept 2017
1b	Unrealistic internal and external expectations on the speed of delivery.	3	3	9				Major downturn in public sector resourcing over the next few years will hamper the speed of delivery across the services provided.	Ensure that the organisation has a clear strategy for working effectively with businesses in the borough, to develop the economy.	Strategic Director of Policy and Place	Sept 2017
1c	The Council is unable to effectively influence changes in the Borough economy.	3	4	12				Poorer external assessments by independent agencies and loss of Council reputation.			
1d	Over reliance on a limited number of people limits ability to deliver our ambition.	3	3	9				The Borough Council loses its status and influencing ability at sub-regional, regional and national levels.	Manage the recruitment and development processes to ensure that the organisation has the appropriate skills and expertise.	Chief Executive	Sept 2017

2. CUSTOMERS											
Specific Risks		SCORE						Consequences	Actions	Owner	Timing
		Current			Previous						
		P	I	O	P	I	O				
2a	The expectations of our customers, set alongside the financial constraints will create challenges to service delivery, our channel shift ambitions and the reputation of the authority.	4	3	12				The Authority fails to deliver the standards of service and delivery which our customers expect, especially in relation to self-service and the reliance on IT capabilities.	Monitor the engagement and consultation processes, to ensure customers are able to inform service priorities and delivery, whilst managing their methods of interaction with the organisation. This will be evidenced by reporting the pattern of usage of the routes used by customers and savings achieved.	Strategic Director of Customer and Relationships	Sept 2017
2b	The expectation remains that the Council will step in to deliver services when other providers either fail or reduce service provision	3	3	9				The Council suffers from a loss of reputation as customers' expectations are not met. There is increased demand on existing services leading to a reduction in standards of delivery.	Ensure that Cabinet set a clear and consistent message about the role of CBC for customers and partners.	Strategic Director of Customer and Relationships	Sept 2017
2c	Impact of Welfare Reform will pose challenges to our resources in responding to rising customer need.	2	4	8				The Council fails to support our most vulnerable residents leading to an increase in crisis intervention.	Regularly monitor the impact of the resources allocated to the welfare reform project, to ensure that customers are supported with signposting to appropriate providers/partners.	Strategic Director of Customer and Relationships	Sept 2017

3. PEOPLE											
Specific Risks		SCORE						Consequence	Actions	Owner	Timing
		Current			Previous						
		P	I	o	P	I	O				
3a	Unable to compete with the private sector in the recruitment (and retention) of staff with key marketable skills	4	3	12				Decline in service performance Disengaged and demotivated staff Efficiency and productivity reduction	Communicate job opportunities and benefits of working at CBC clearly and imaginatively. Review opportunities to do things differently for key posts including considering the value of trading companies.	Assistant Director Policy and Corporate Assistant Director Policy and Corporate	Sept 2017 Sept 2017
3c	Staff motivation declines with an impact on service delivery, our capacity to make changes and implementation of budget efficiencies	3	4	12				Inability to meet changing requirements and needs Customer perceptions decline as we deliver less Loss of key staff	Monitor staff morale and trends using staff surveys and by monitoring the People Dashboard; and ensure good communications with staff, exploiting new technologies such as yammer. Implement the action plan for the People Strategy; ensuring that performance is regularly monitored. Regularly report the progress of the learning and development strategy, including financial considerations and business behaviours, and exploring training alternatives.	Assistant Director Policy and Corporate Assistant Director Policy and Corporate Assistant Director Policy and Corporate	Sept 2017 Sept 2017 Sept 2017

3. PEOPLE											
Specific Risks		SCORE						Consequence	Actions	Owner	Timing
		Current			Previous						
		P	I	o	P	I	O				
3e	There is an increase in challenging behaviour from customers, towards officers, when the Council cannot meet the customer's expectations. Alongside partners being unable to provide support or having incorrectly signposted the customer to the Council.	3	3	9				Officers suffer potential mental and physical issues as a result of confrontations. The ability to assist the customer is reduced. Service delivery declines	Ensure that the Health & Safety reporting process is used to record instances of violence and aggression, with regular reporting to senior management. Develop an on-line training tool for staff, for managing difficult situations. Liaise with partners, such as Police and health, about expectations for vulnerable customers. Both in terms of emergency response to issues and services that the Council can, and cannot, provide.		

4. HORIZON SCANNING

4. HORIZON SCANNING											
Specific Risks		SCORE						Consequence	Actions	Owner	Timing
		Current			Previous						
		P	I	O	P	I	O				
4a	To continuously assess future challenges to ensure Council is fit for future purpose	2	4	8				If not properly managed then either the Council will lose the opportunity to develop further or will have enforced changes to service delivery. Adverse impact on local residents / resources. Missed opportunities to boost local economy. Conflict between Council / Government agendas. Reduction in levels of service provision and potential withdrawal of services.	Regularly monitor national trends and policy changes, ensure that CBC is represented on specialist network groups.	Strategic Director of Customer and Relationships	Sept 2017
4b	Not taking or creating opportunities to maximise the efficient delivery of services through shared provision, partnerships or commercial delivery	4	3	12					Identify and maintain skill set required to meet future challenges, maintain partnership relationships	Strategic Director of Policy and Place	Sept 2017
4c	Failure by the Council to spot / influence at an early stage the direction of Central Government policies / new legislation.	3	3	9					Ensure that responses are considered and provided for consultations. Utilise specialist officer knowledge and ensure CBC representation on relevant working groups.	Assistant Director Policy and Corporate	Sept 2017
4d	Potential impact of future central government decisions to reduce public funding, including that of our partners	5	4	20					Maintain a constant review of the budget situation, incl impact of decisions from central government. Identify additional actions and areas for spending as necessary.	Chief Operating Officer	Sept 2017
4e	The outcome of the referendum to leave the European Union is leading to a number of uncertainties. At the moment it is unclear how this will impact on the Council, our communities and businesses. However, it does raise a potential set of risks that will need to be monitored.	5	3	15					Continue to monitor the progress of the exit from the EU, ensuring that there is a formal process for reporting potential impacts.	Strategic Director of Policy and Place	Sept 2017

P - Probability I – Impact O – Overall score

Low = 1 – 4 Medium = 5 – 9 High = 10 – 25

5. PARTNERSHIPS											
Specific Risks		SCORE						Consequence	Actions	Owner	Timing
		Current			Previous						
		P	I	O	P	I	O				
5a	Failure or inappropriate performance management of one or more strategic partnerships or key contracts E.g. Haven Gateway, LEP, Health, CBH	4	4	16				The cost of service delivery is increased however quality decreases. Failure to deliver key priorities. Reputational and financial loss by the Authority. Failure to deliver expected outcomes through partnerships	Set an assessment process for proposed strategic partnerships (to ensure that they will satisfy the Council's objectives) that needs to be signed off by EMT before commitment to new partnerships is made.	Strategic Director of Customer and Relationships	Sept 2017
5b	Change of direction / policy within key partner organisations and they revise input / withdraw from projects.	4	3	12				Requirement to repay external funding granted to partnership – taking on the liabilities of the 'withdrawn' partner.	Set a formal relationship / performance review process to be used by all partnerships and ensure results are reported to senior management. Ensure that Exec Board and Leadership review partnerships on a regular basis. Embed Scrutiny Cttee process for key partnerships including CBH and the Safer Colchester Partnership.	Strategic Director of Customer and Relationships	Sept 2017
5c	Potential inability to agree shared outcomes/ agendas with partners and the Council's ability to influence partner's performance.	3	4	12				External assessment of the Councils partnerships are critical and score poorly.			
5d	Working across the partners for delivery of the garden communities project encounters delay. The partners - Colchester BC, Tendring DC, Braintree DC, Essex CC and the landowners fail to agree objectives and actions	2	4	8				The project fails to deliver its objectives leading to increased costs as there would be delays in local plan progress and loss of reputation, as well as the long term effect on ability to generate investment into the area and meet housing and employment needs.	There is a joint shadow delivery Board that allows the Authorities to co-ordinate their actions and resolve issues.	Strategic Director of Policy and Place	Sept 2017

6. ASSETS & RESOURCES											
Specific Risks		SCORE						Consequence	Actions	Owner	Timing
		Current			Previous						
		P	I	O	P	I	O				
6a	Failure to protect public funds and resources – ineffective probity / monitoring systems	3	4	12				Service delivery failure Financial and reputational loss by the Authority Personal liability of Officers and Members. Legal actions against the Council Loss of stakeholder confidence in the Borough Inability to sustain costs	Ensure the outcomes of the assurance systems that form the internal control environment, (including Internal Audit, Risk Management, Budget process, Corporate Governance and performance management) are appropriately reported so that issues and concerns are managed and variances are spotted at an early stage.	Chief Operating Officer	Sept 2017
6b	Risk that Asset Management is not fully linked to strategic priorities and not supported by appropriate resources	3	4	12				Failure to deliver a balanced budget as planned. A need to use balances / reserves or to adapt financial plans to deal with impact of changes.	Review the budget monitoring process to ensure it reflects the structure and co-ordinates finances across the whole Council not just individual service areas.	Chief Operating Officer	Sept 2017
								Required to use Reserves & Resources to fund capital priorities Severe impact on cash-flow leading to negative effect on performance targets	Ensure the continued development of the Revolving Investment Fund (RIF) and ensure that assets are used to their full commercial potential.	Strategic Director Policy and Place	Sept 2017

Continued.

6. ASSETS & RESOURCES											
Specific Risks		SCORE						Consequence	Actions	Owner	Timing
6c	Inability to deliver the budget strategy as planned.	3	4	12					Ensure effective use of the controls built into the annual budget strategy, to enable the organisation to respond quickly to changes. Include sensitivity analysis to consider the impact of potential changes to external funding/ income streams and the capacity of the organisation to deliver services. Consider income risks as part of budget strategy / budget plans.	Chief Operating Officer	Annual exercise. Council approves budget in Feb annually
6d	Failure to set aside sufficient capital funds for strategic priorities	3	4	12					Monitor the review processes for the medium term financial outlook, capital programme and HRA business plan processes, to ensure they are kept up to date and realistic.	Chief Operating Officer	Sept 2017
6e	Significant reliance on our ICT presents challenges in maintaining customer service in the event of service interruptions.	2	5	10					Ensure that the IT Disaster Recovery plan, and service plans, adequately reflect the organisation's requirements and provide an effective framework for maintaining service provision. Regularly review the IT development strategy to ensure it continues to support the organisations ambitions.	Assistant Director Policy and Corporate	Sept 2017

6. ASSETS & RESOURCES											
Specific Risks		SCORE						Consequence	Actions	Owner	Timing
6f	Increasing demands around information security create a risk in the event that security breaches occur	2	5	10					Review the IT security policies to ensure that they are fit for purpose and implement a training program for all staff.	Assistant Director Policy and Corporate	Sept 2017

SCORE DEFINITIONS	1 Very Low	2 Low	3 Medium	4 High	5 Very High
Impact	Insignificant effect on delivery of services or achievement of Strategic Vision & Corporate Objectives.	Minor interruption to service delivery or minimal effect on Corporate Objectives.	Moderate interruption to overall service delivery/effect on Corporate Objectives or failure of an individual service.	Major interruption to overall service delivery or severe effect on Corporate Objectives.	Inability to provide services or failure to meet Corporate Objectives
Probability	10% May happen – unlikely	10 -25% Possible	26 – 50% Could easily happen	51 – 75% Very likely to happen	Over 75% Consider as certain

Risks Removed

1e The resource implications, including ICT, staffing and financial, of the UCC FSR are greater than anticipated. Removed July 15.

1f The organisation fails to recognise the tensions between aspirations and statutory functions. Removed June 17

3b Failure to sustain adequate resource to support training and development because of the financial situation. Removed July 15.

3d Failure to provide effective and visible political and managerial leadership. Removed July 15

RISK MATRIX
JUL 17 - SEP 17

Low Risks	Medium Risks	High Risks
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Scoring 1-5

Risk Tolerance
Line

Probability of Occurrence	5 Very High			4e	4d	
	4 High			2a 3a 4b 5b	5a	
	3 Medium	1a	1b 1d 2b 3e 4c	1c 5c 6a 3c 6b 6c 6d		
	2 Low			2c 4a 5d	6e 6f	
	1 Very Low					
		1 Very Low	2 Low	3 Medium	4 High	5 Very high
Severity of Impact						

Removed Risks

1e The resource implications, including ICT, staffing and financial, of the UCC FSR are greater than anticipated. Re

3b Failure to sustain adequate resource to support training and development because of the financial situation. Ren



DRAFT Risk Management Strategy 2017/18

A guide to the Council's approach to managing risk. Draft for review.

July 2017

RISK MANAGEMENT STRATEGY

This document outlines the Council's commitment to managing risk in an effective and appropriate manner. It is intended to be used as the framework for delivery of the Risk Management function and provides guidance on developing risk management as a routine process for all services.

INTRODUCTION

The Council undertakes that this strategy will ensure that:

1. The management of risk is linked to performance improvement and the achievement of the Council's strategic objectives.
2. Members and the Senior Management Team own, lead and support on risk management.
3. Ownership and accountability are clearly assigned for the management of risks throughout the Council.
4. There is a commitment to embedding risk management into the Council's culture and organisational processes at all levels including strategic, programme, project and operational
5. All members and officers acknowledge and embrace the importance of risk management as a process, by which key risks and opportunities are identified, evaluated, managed and contribute towards good corporate governance.
6. Effective monitoring and reporting mechanisms are in place to continuously review the Council's exposure to, and management of, risks and opportunities.
7. Best practice systems for managing risk are used throughout the Council, including mechanisms for monitoring and reviewing effectiveness against agreed standards and targets.
8. Accountability to stakeholders is fully demonstrated through periodic progress reports and an annual statement on the effectiveness of and the added value (benefits) from the Council's risk management strategy, framework and processes.
9. The Council's approach is regularly assessed by an external, independent body against other public sector organisations, national standards and Best Practice.
10. The Risk Management Strategy is reviewed and updated annually in line with the Council's developing needs and requirements.

Endorsement by Adrian Pritchard, Chief Executive

“Colchester Borough Council is committed to ensuring that risks to the effective delivery of its services and achievement of its overall objectives are properly and adequately controlled. It is recognised that effective management of risk will enable the Council to maximise its opportunities and enhance the value of services it provides to the community. Colchester Borough Council expects all officers and members to have due regard for risk when carrying out their duties.”

A handwritten signature in black ink that reads "A. R. Pritchard." The signature is written in a cursive style with a long, sweeping underline.**WHAT IS RISK MANAGEMENT**

Risk Management is the control of business risks in a manner consistent with the principles of economy, efficiency and effectiveness. It is an essential performance management process to ensure that both the long and short term objectives of the Council are achieved and that opportunities are fully maximised.

Risk Management is not about eliminating risk, as this would limit the ability of the organisation to develop and deliver its ambitions. Its purpose is to recognise the issues that could effect the achievement of our objectives and develop actions to control or reduce those risks. Acknowledgement of potential problems and preparing for them is an essential element to successfully delivering any service or project. Good management of risk will enable the Council to rapidly respond to change and develop innovative responses to challenges and opportunities.

‘The Good Governance Standard for Public Services’ issued by The Independent Commission on Good Governance in Public Services states that there are six core principles of good governance including ‘Taking informed, transparent decisions and managing risk’. The document goes on to state ‘Risk management is important to the successful delivery of public services. An effective risk management system identifies and assesses risks, decides on appropriate responses and then provides assurance that the chosen responses are effective’.

BACKGROUND

A process for managing risks was first adopted by the Council in 2003 and since then has been developed to ensure that it continues to be an effective management system. This strategy defines Colchester Borough Council's definition of risk and the processes to be followed.

In broad terms risks are split into three categories:

- Strategic – those risks relating to the long term goals of the Council
- Operational – risks related to the day-to-day operation of each individual service
- Project – consideration of the risks occurring as a result of the Council's involvement in specific initiatives

The following are some of the practical ways that risks are managed and how effectiveness is measured:

- Creation of an overall strategic register.
- Creation of operational risk registers for all service areas.
- Consideration of risk in Committee reports.
- Development of a comprehensive risk register for the project management programme and consideration of risk as a project management tool.
- Successful internal and external assessment.
- Provision of advice to other authorities regarding our management of risk.

This has led to a practical and workable approach to managing risk and has resulted in the Council becoming more risk aware and actually taking more risks, as demonstrated by the comprehensive project risk register. Colchester is also highly regarded for managing risk by both our insurers and other authorities.

The 2016/17 internal audit of risk management gave a substantial assurance opinion. Three recommendations were raised during the audit relating to the update and reviewing of operational risk registers.

OWNERSHIP

The responsibility to manage risk rests with every member and officer of the Council however it is essential that there is a clearly defined structure for the co-ordination and review of risk information and ownership of the process.

Appendix 3 is from the CIPFA/SOLACE risk management guide, Chance or Choice. It is a generic map of responsibility for each part of the risk management process.

The following defines the responsibility for the risk management process at Colchester:

Cabinet – Overall ownership of the risk management process and endorsement of the strategic direction of risk management.

Portfolio Holder for Resources – Lead Member for the risk management process

Governance and Audit Committee – Responsible for reviewing the effectiveness of the risk management process and reporting critical items to Cabinet as necessary.

Performance Management Board (PMB) – Ownership of the strategic risks and overview of the operational risks. Actively support the Risk Management Strategy and framework.

Chief Operating Officer – Lead officer for the risk management process, demonstrating commitment to manage risk.

Assistant Director Policy & Corporate – Responsible for co-ordination of the risk management process, co-ordinating and preparing reports and providing advice and support.

All Assistant Directors – Ownership, control and reporting of their service's operational risks. Contribute to the development of a risk management culture in their teams.

All Employees – To understand and to take ownership of the need to identify, assess, and help manage risk in their individual areas of responsibility. Bringing to the management's attention at the earliest opportunity details of any emerging risks that may adversely impact on service delivery.

Internal Audit, External Audit and other Review Bodies – Annual review and report on the Council's arrangements for managing risk throughout the Council, having regard to statutory requirements and best practice. Assurance on the effectiveness of risk management and the control environment.

AIMS & OBJECTIVES

The aim of the Council is to adopt best practices in the identification, evaluation, cost-effective control and monitoring of risks across all processes to ensure that risks are properly considered and reduced as far as practicable.

The risk management objectives of Colchester Borough Council are to:

- Integrate risk management into the culture of the Council
- Ensure that there are strong and identifiable links between managing risk and all other management and performance processes.
- Manage risk in accordance with best practice
- Anticipate and respond to changing social, environmental and legislative requirements
- Prevent injury, damage and losses and reduce the cost of risk
- Raise awareness of the need for risk management by all those connected with the Council's delivery of services.
- Ensure that opportunities are properly maximised through the control of risk.
- Reduce duplication between services in managing overlapping risks and promote 'best practise'.

Risk Management forms an important part of the Council's system of Internal Control. Previously the Audit Commission assessed the function as operating at level 3 as part of their 'Use of Resources' review... However, the Use of Resources assessment is no longer carried out but the criteria laid down for each assessment level, set out in Appendix C, still provides a robust framework for delivering an effective service.

STRATEGIC RISK MANAGEMENT

Strategic risks are essentially those that threaten the long term goals of the Council and therefore are mainly based around meeting the objectives of the Strategic Plan. They may also represent developing issues that have the potential to fundamentally effect service provision, such as proposals to dramatically change the corporate assessment process.

Strategic risks will be controlled using a register that will detail the risks and associated controls. The register will be owned by the Senior Management Team, with ownership for risks being assigned to individual officers, and will be reviewed every quarter. The strategic risks will be reported to the Governance & Audit Committee at least twice a year.

OPERATIONAL RISK MANAGEMENT

Operational risks are those that threaten the routine service delivery of the Council. Each service area will have their own operational risk register that details the risks associated with providing the service. These registers will be reported, in summary format, to the Senior Management Team and committee on an annual basis. High risks and the success in controlling them will be reported to Senior Management Team on a quarterly basis, as these will help in the formulation of the strategic risk register.

LINKS

It is essential that risk management does not operate in isolation to other management processes. To fully embed a risk management culture it has to be demonstrated that risk is considered and influences all decisions that the Council makes. It is essential that there is a defined link between the results of managing risk and the following:

- The Strategic Plan
- Service Plans
- Revenue and Capital Budgets
- Annual Internal Audit Plan

ACTION REQUIRED

The following actions will be implemented to achieve the objectives set out above:

- Considering risk management as part of the Council's strategic planning and corporate governance arrangements.
- Ensuring that the responsibility for risk management is clearly and appropriately allocated
- Maintaining documented procedures for managing risk
- Maintaining a corporate approach to identify and prioritise key services and key risks across the Council and assess risks on key projects.
- Maintain a corporate mechanism to evaluate these key risks and determine if they are being adequately managed and financed.
- Establish a procedure for ensuring that there is a cohesive approach to linking the risks to other management processes
- Including risk management considerations in all committee reports
- Providing risk management awareness training to both members and officers.
- Developing risk management performance indicators.
- Establishing a reporting system which will provide assurance on how well the Council is managing its key risks and ensures that the appropriate Members and officers are fully briefed on risk issues.
- Preparing contingency plans in areas where there is a potential for an occurrence to have a significant effect on the Council and its business capability.
- Regularly reviewing the risk process to ensure that it complies with current national Governance Standards and Best Practice.
- Developing risk management links with key partners and contractors, to ensure that principles are adopted in all areas of service delivery.

REVIEW

To ensure that the risk management process is effective it will need to be measured and reported to P.M.B., Governance & Audit Committee and Cabinet. As well as a structured reporting process of risks and controls during the year there will need to be an annual review demonstrating the success of the following:

- The inclusion of risk management principles within Service Plans and budgets.
- The development of the Internal Audit plan based on the risk issues.
- Achievement against identified performance indicators.
- Members consistently ensuring managing risk is considered as part of the decision making processes within the Council.
- Service managers making recommendations that regard risk as an opportunity as well as a threat.
- Risk management principles being considered in service reviews, for example in areas such as options for change and service improvements.
- Changes in risk being independently identified and assessed by Service Managers
- Compliance with the use of resources criteria and self assessment requirements.

Suitable opportunities to benchmark the risk management service against other organisations should also be explored to ensure that it is effective and the work carried out by the Council conforms to best practise.

The three appendices attached give greater detail of key issues:

Appendix 1 – Outline of the risk management process

Appendix 2 – Details of how Risk Management will be reported.

Appendix 3 – CIPFA guidance on Risk Management Responsibilities

APPENDIX 1

The Risk Management Process

Risk Management is a continual process of identifying risks, evaluating their potential consequences and determining the most effective methods of controlling them and / or responding to them. The risks faced by the Council are constantly changing and the continual process of monitoring risks should ensure that we can respond to the new challenges. This process is referred to as the risk management cycle.

Stage 1 – Risk Identification

Identifying and understanding the hazards and risks facing the council is crucial if informed decisions are to be made about policies or service delivery methods. There is detailed guidance available on how to identify risks which includes team sessions and individual knowledge. Once identified a risk should be reported to the Head of Service who will consider its inclusion on the relevant risk register. If the risk is identified in between register reviews then it is reported to the Risk & Resilience Manager for information and the Head of Service is responsible for managing the risk.

Stage 2 – Risk Analysis

Once risks have been identified they need to be systematically and accurately assessed. If a risk is seen to be unacceptable, then steps need to be taken to control or respond to it.

Stage 3 – Risk Control

Risk control is the process of taking action to minimise the likelihood of the risk event occurring and / or reducing the severity of the consequences should it occur.

Stage 4 – Risk Monitoring

The risk management process does not finish with the risk control procedures in place. Their effectiveness in controlling risk must be monitored and reviewed. It is also important to assess whether the nature of the risk has changed over time.

APPENDIX 2

Reporting

No matter how good the process to identify and control risks is, it will not be effective unless the information gained from it is reported and used to influence other management issues / processes. Therefore it is essential that there is a defined process and timetable for reporting the results of the risk management process to both members and officers.

Types of Report

- The strategic risk register is reviewed a minimum of twice yearly by P.M.B., with interim reports quarterly as required.
- Six monthly review of the operational risk registers and a summary report of these reviews to P.M.B.
- A six monthly report is provided to Committee (Governance and Audit) detailing the current strategic and high level operational risks and the progress made in controlling them.
- An annual report reviewing Risk Management activity and an action plan for the coming year – taking into account changes in methodology and results of internal and external reviews. Going to P.M.B., Governance & Audit and Cabinet. This needs to cover all of the three areas of risk
- Ad-hoc reports need to be provided to P.M.B. when new, significant risk issues arise.

The reports can be summarised as follows:

	Services	P.M.B.	Governance & Audit	Cabinet
Quarterly		Review of strategic risk register		
6 Monthly	Review of operational risk register	Summary of operational review from services	Progress report of strategic & high level operational risks	
Yearly		Scrutiny of annual progress report to cttee on R.M.	Endorsement of annual progress report on R.M.	Summary of past years work on R.M.

Appendix 3

Risk Management Responsibilities – CIPFA / SOLACE Guidance

	Framework, Strategy and Process	Identifying risk	Analysing Risk	Profiling risk	Prioritising action based on risk appetite	Determining action on risk	Controlling risk	Monitoring & Reporting	Reporting to external stakeholders.
Members	Agreeing the Framework, Strategy and Process Determined by Officers	Identifying risk	Analysing Risk	Profiling Risk	Determining the risk appetite and prioritising risk. Agreeing the priorities determined by officers			Reviewing the effectiveness of the risk management process.	Reporting to external stakeholders on the framework, strategy, process and effectiveness .
Risk Management Team	Providing advice And support to the executive Management Team and Members	Providing advice and support.	Providing Advice and support	Providing advice and support	Providing advice and support			Co-ordinating the results for reporting to the corporate management team and members	
Senior Management Team	Determining the framework, Strategy and Process	Identifying strategic and cross-cutting issues	Analysing Strategic and cross-cutting issues.	Profiling strategic and cross-cutting issues.	Determining the risk appetite and prioritising strategic and cross-cutting issues	Determining action on strategic and cross-cutting issues. Delegating responsibility for control.		Monitoring progress on managing strategic and cross-cutting risks and reviewing the implementation of the risk management framework, strategy and process. Reporting to members.	Reporting to external stakeholders on the framework, strategy, process and effectiveness.
Assistant Director Policy & Corporate	Providing Advice and Support	Providing advice and support	Providing advice and support	Providing advice and support	Providing advice and support	Providing advice and support	Providing advice and support	Co-ordinating the results for reporting to the executive management team and members	Preparing draft reports for the corporate management team and members to issue.
Service Managers / G.M.T's		Identifying service Risks	Analysing Service risks.	Profiling service risks.	Prioritising action on service risks.	Determining action on service risks. Delegating responsibility for control.		Monitoring progress on managing service risks. Reporting to the group management team	
Employees, contractors And partners		Maintaining awareness of risks and feeding these into the formal process.	Maintaining awareness impact of risks and feeding information into the processes				Controlling risk in their jobs.	Monitoring progress on Managing job related risks Reporting to the service manager.	

Cabinet

Item
11(i)

6 September 2017

Report of	Monitoring Officer	Author	Andrew Weavers ☎ 282213
Title	Local Government & Social Care Ombudsman – Annual Review Letter 2016/2017		
Wards affected	Not applicable		

This report request the Cabinet to note the Local Government & Social Care Ombudsman's Annual Review Letter for 2016/2017

1. Decision Required

- 1.1 To note the contents of the Local Government & Social Care Ombudsman's Annual Review Letter for 2016/2017.

2. Reasons for Decision(s)

- 2.1 To inform the Cabinet of the number of complaints received by the Local Government & Social Care Ombudsman relating to Colchester Borough Council during 2016/2017.

3. Alternative Options

- 3.1 No alternative options are presented.

4. Supporting Information

- 4.1 The Local Government Ombudsman have recently changed their name to Local Government & Social Care Ombudsman to reflect the fact that since 2010 they have also had jurisdiction over all registered adult social care providers.
- 4.2 The Local Government & Social Care Ombudsman issues an Annual Review Letter to each local authority. The Annual Review Letter for Colchester for the year ending 31 March 2017 is attached to this report at Appendix 1.
- 4.3 It is worth noting that anyone can choose to make a complaint to the Local Government & Social Care Ombudsman. Accordingly, the number of complaints is not an indicator of performance or level of customer service. In most instances there was no case to answer. The Local Government & Social Care Ombudsman will normally insist that the Council has the opportunity to resolve the complaint locally through its own complaints procedure before commencing its own investigation.
- 4.4 The Governance and Audit Committee has an overview of Local Government & Social Care Ombudsman investigations and the contents of the Annual Review will be reported to the Committee in due course.

5. Key Headlines

- 5.1 There were no findings of maladministration against the Council and no formal reports were issued.
- 5.2 In 2016 /17 the Council received 250,386 direct customer contacts in the customer services area. However this figure does not include ad hoc customer contacts across the organisation. The Local Government & Social Care Ombudsman in the same period received 16 complaints and enquires in relation to how the Council had dealt with its customers. This is a reduction from the previous year's figure of 25.
- 5.3 The Local Government & Social Care Ombudsman made 13 decisions. Of which:
- 4 were referred back for local resolution,
(Referred back to the Council to enable it to deal with the complaint via its own complaint procedures)
 - 5 were closed after initial enquiries,
 - 1 advice given,
 - 0 incomplete or invalid,
- 3 detailed investigations were undertaken. Of which:
- 2 not upheld,
 - 1 upheld.
(The Local Government & Social Care Ombudsman decided that the Council had been at fault in how it acted and the fault may or may not have caused injustice to the complainant, or where the Council accepted that it needed to remedy the complaint before the Local Government & Social Care Ombudsman made a finding on fault. If the Local Government & Social Care Ombudsman decided there was fault and it caused an injustice to the complainant, usually it will have recommended the Council take some action to address it).
- 5.4 The upheld case was in relation to a complaint regarding processing of housing applications. The Local Government & Social Care Ombudsman upheld the complaint because of two instances of fault by the Council in the way that it processed the applications. However the Local Government & Social Care Ombudsman determined that there was no outstanding injustice and, overall, the Council had correctly dealt with the case.

6. Financial Considerations

- 6.1 No direct implications other than mentioned in this report.

7. Strategic Plan References

- 7.1 The lessons learnt from complaints to the Local Government & Social Care Ombudsman link in with our Strategic Plan aims to be efficient accessible, customer focused and always looking to improve. Having an effective complaints process helps us to achieve the Strategic Plan's themes of a vibrant, prosperous, thriving and welcoming Borough.

8. Equality, Diversity and Human Rights Implications

- 8.1 No direct implications.

9. Publicity Considerations

- 9.1 Details of the Annual Review Letter are published on the Local Government & Social Care Ombudsman's website and will also be published on the Council's website.

10. Consultation, Community Safety, Health and Safety and Risk Management Implications

- 10.1 No direct implications.

20 July 2017

By email

Adrian Pritchard
Chief Executive
Colchester Borough Council

Dear Adrian Pritchard,

Annual Review letter 2017

I write to you with our annual summary of statistics on the complaints made to the Local Government and Social Care Ombudsman (LGO) about your authority for the year ended 31 March 2017. The enclosed tables present the number of complaints and enquiries received about your authority and the decisions we made during the period. I hope this information will prove helpful in assessing your authority's performance in handling complaints.

The reporting year saw the retirement of Dr Jane Martin after completing her seven year tenure as Local Government Ombudsman. I was delighted to be appointed to the role of Ombudsman in January and look forward to working with you and colleagues across the local government sector in my new role.

You may notice the inclusion of the '*Social Care Ombudsman*' in our name and logo. You will be aware that since 2010 we have operated with jurisdiction over all registered adult social care providers, able to investigate complaints about care funded and arranged privately. The change is in response to frequent feedback from care providers who tell us that our current name is a real barrier to recognition within the social care sector. We hope this change will help to give this part of our jurisdiction the profile it deserves.

Complaint statistics

Last year, we provided for the first time statistics on how the complaints we upheld against your authority were remedied. This year's letter, again, includes a breakdown of upheld complaints to show how they were remedied. This includes the number of cases where our recommendations remedied the fault and the number of cases where we decided your authority had offered a satisfactory remedy during the local complaints process. In these latter cases we provide reassurance that your authority had satisfactorily attempted to resolve the complaint before the person came to us.

We have chosen not to include a 'compliance rate' this year; this indicated a council's compliance with our recommendations to remedy a fault. From April 2016, we established a new mechanism for ensuring the recommendations we make to councils are implemented, where they are agreed to. This has meant the recommendations we make are more specific, and will often include a time-frame for completion. We will then follow up with a council and seek evidence that recommendations have been implemented. As a result of this new process, we plan to report a more sophisticated suite of information about compliance and service improvement in the future.

This is likely to be just one of several changes we will make to our annual letters and the way we present our data to you in the future. We surveyed councils earlier in the year to find out, amongst other things, how they use the data in annual letters and what data is the most useful; thank you to those officers who responded. The feedback will inform new work to

provide you, your officers and elected members, and members of the public, with more meaningful data that allows for more effective scrutiny and easier comparison with other councils. We will keep in touch with you as this work progresses.

I want to emphasise that the statistics in this letter comprise the data we hold, and may not necessarily align with the data your authority holds. For example, our numbers include enquiries from people we signpost back to the authority, but who may never contact you.

In line with usual practice, we are publishing our annual data for all authorities on our website. The aim of this is to be transparent and provide information that aids the scrutiny of local services.

The statutory duty to report Ombudsman findings and recommendations

As you will no doubt be aware, there is duty under section 5(2) of the Local Government and Housing Act 1989 for your Monitoring Officer to prepare a formal report to the council where it appears that the authority, or any part of it, has acted or is likely to act in such a manner as to constitute maladministration or service failure, and where the LGO has conducted an investigation in relation to the matter.

This requirement applies to all Ombudsman complaint decisions, not just those that result in a public report. It is therefore a significant statutory duty that is triggered in most authorities every year following findings of fault by my office. I have received several enquiries from authorities to ask how I expect this duty to be discharged. I thought it would therefore be useful for me to take this opportunity to comment on this responsibility.

I am conscious that authorities have adopted different approaches to respond proportionately to the issues raised in different Ombudsman investigations in a way that best reflects their own local circumstances. I am comfortable with, and supportive of, a flexible approach to how this duty is discharged. I do not seek to impose a proscriptive approach, as long as the Parliamentary intent is fulfilled in some meaningful way and the authority's performance in relation to Ombudsman investigations is properly communicated to elected members.

As a general guide I would suggest:

- Where my office has made findings of maladministration/fault in regard to routine mistakes and service failures, and the authority has agreed to remedy the complaint by implementing the recommendations made following an investigation, I feel that the duty is satisfactorily discharged if the Monitoring Officer makes a periodic report to the council summarising the findings on all upheld complaints over a specific period. In a small authority this may be adequately addressed through an annual report on complaints to members, for example.
- Where an investigation has wider implications for council policy or exposes a more significant finding of maladministration, perhaps because of the scale of the fault or injustice, or the number of people affected, I would expect the Monitoring Officer to consider whether the implications of that investigation should be individually reported to members.
- In the unlikely event that an authority is minded not to comply with my recommendations following a finding of maladministration, I would always expect the Monitoring Officer to report this to members under section five of the Act. This is an exceptional and unusual course of action for any authority to take and should be considered at the highest tier of the authority.

The duties set out above in relation to the Local Government and Housing Act 1989 are in addition to, not instead of, the pre-existing duties placed on all authorities in relation to Ombudsman reports under The Local Government Act 1974. Under those provisions, whenever my office issues a formal, public report to your authority you are obliged to lay that report before the council for consideration and respond within three months setting out the action that you have taken, or propose to take, in response to the report.

I know that most local authorities are familiar with these arrangements, but I happy to discuss this further with you or your Monitoring Officer if there is any doubt about how to discharge these duties in future.

Manual for Councils

We greatly value our relationships with council Complaints Officers, our single contact points at each authority. To support them in their roles, we have published a Manual for Councils, setting out in detail what we do and how we investigate the complaints we receive. When we surveyed Complaints Officers, we were pleased to hear that 73% reported they have found the manual useful.

The manual is a practical resource and reference point for all council staff, not just those working directly with us, and I encourage you to share it widely within your organisation. The manual can be found on our website www.lgo.org.uk/link-officers

Complaint handling training

Our training programme is one of the ways we use the outcomes of complaints to promote wider service improvements and learning. We delivered an ambitious programme of 75 courses during the year, training over 800 council staff and more 400 care provider staff. Post-course surveys showed a 92% increase in delegates' confidence in dealing with complaints. To find out more visit www.lgo.org.uk/training

Yours sincerely

A handwritten signature in black ink, appearing to be 'M King', with a stylized flourish at the end.

Michael King
Local Government and Social Care Ombudsman for England
Chair, Commission for Local Administration in England

For further information on how to interpret our statistics, please visit our website:
<http://www.lgo.org.uk/information-centre/reports/annual-review-reports/interpreting-local-authority-statistics>

Complaints and enquiries received

Adult Care Services	Benefits and Tax	Corporate and Other Services	Education and Children's Services	Environment Services	Highways and Transport	Housing	Planning and Development	Other	Total
0	2	0	0	2	0	5	7	0	16

Decisions made

				Detailed Investigations			
Incomplete or Invalid	Advice Given	Referred back for Local Resolution	Closed After Initial Enquiries	Not Upheld	Upheld	Uphold Rate	Total
0	1	4	5	2	1	33%	13

Notes

Our uphold rate is calculated in relation to the total number of detailed investigations.
The number of remedied complaints may not equal the number of upheld complaints. This is because, while we may uphold a complaint because we find fault, we may not always find grounds to say that fault caused injustice that ought to be remedied.

Complaints Remedied

by LGO

0

Satisfactorily by
Authority before LGO
Involvement

0

PETITIONS, PUBLIC STATEMENTS, QUESTIONS

(i) Have Your Say speakers

Date of Meeting	Details of Members of the Public	Subject Matter	Form of Response	Date Completed
Cabinet, 12 July 2017, Council, 26 July 2017	Mr Orton	The cleanliness of the Town Centre	Verbal response at the meeting from Councillor Lilley, Portfolio Holder for Public Safety and Licensing, and Councillor T. Young, Portfolio Holder for Business and Culture.	12 July 2017
Council, 26 July 2017	Simon Crow	Garden Communities	Verbal response provided at the meeting from Councillor Smith, Leader of the Council and Portfolio Holder for Strategy	26 July 2017
Council, 26 July 2017	Pauline Bacon	Dementia friendly community	Verbal response provided at the meeting from Councillor Bourne, Portfolio Holder for Housing and Communities	26 July 2017
Council, 26 July 2017	Mark Goacher	Cuts to Bus Services	Verbal response provided at the meeting from Councillor Smith, Leader of the Council and Portfolio Holder for Strategy	26 July 2017
Council, 26 July 2017	Annesley Hardy	Reduction in the Voting Age	The points raised were considered and responded to during the course of the debate on the motion on reduction in the voting age	26 July 2017

Council, 26 July 2017	Maria Wilby and Rahaf Alghalyoun	Borough of Sanctuary	The points raised were considered and responded to during the course of the debate on the motion on Borough of Sanctuary	26 July 2017
Council, 26 July 2017	Emma Gibby and Emily Warren	Friends Not Foes programme	The points raised were considered and responded to during the course of the debate on the motion on Borough of Sanctuary	26 July 2017

(ii) Petitions

Date petition received	Lead Petitioner	Subject Matter	Form of Response	Date Completed
No valid petitions received in this period				