

# Cabinet Meeting

**Grand Jury Room, Town Hall, High Street,  
Colchester, CO1 1PJ  
Wednesday, 10 July 2019 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, 10 July 2019 at 18:00**

**The Cabinet Members are:**

Leader and Chairman	Councillor Mark Cory (Liberal Democrats) Councillor Adam Fox (Labour and Co-operative) Councillor Martin Goss (Liberal Democrats) Councillor Theresa Higgins (Liberal Democrats) Councillor David King (Liberal Democrats) Councillor Mike Lilley (Labour) Councillor Gerard Oxford (The Highwoods Group) Councillor Julie Young (Labour)
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**AGENDA**  
**THE LIST OF ITEMS TO BE DISCUSSED AT THE MEETING**  
**(Part A - open to the public)**

**Please note that Agenda items 1 to 5 are normally dealt with briefly.**

**1 Welcome and Announcements**

The Chairman will welcome members of the public and Councillors and remind everyone to use microphones at all times when they are speaking. The Chairman will also explain action in the event of an emergency, mobile phones switched to silent, audio-recording of the meeting. Councillors who are members of the committee will introduce themselves.

**2 Urgent Items**

The Chairman will announce if there is any item not on the published agenda which will be considered because it is urgent and will explain the reason for the urgency.

**3 Declarations of Interest**

Councillors will be asked to say if there are any items on the agenda about which they have a disclosable pecuniary interest which would prevent them from participating in any discussion of the item or participating in any vote upon the item, or any other pecuniary interest or non-pecuniary interest.

**4 Minutes of Previous Meeting**

The Councillors will be invited to confirm that the minutes are a correct record of the meeting held on 22 May 2019 and 5 June 2019.

**Minutes 22-05-19**

7 - 8

**Minutes 05-06-19**

9 - 16

**5 Have Your Say!**

The Chairman will invite members of the public to indicate if they wish to speak or present a petition on any item included on the agenda or any other matter relating to the terms of reference of the meeting. Please indicate your wish to speak at this point if your name has not been noted by Council staff.

**6 Decisions Reviewed by the Scrutiny Panel**

The Councillors will consider the outcome of a review of a decision by the Scrutiny Panel under the call-in procedure. At the time of the publication of this agenda, there were none.

**7 Housing**

**7(i) Update on New Affordable Council Homes**

17 - 28

Cabinet will consider a report setting out how the Council is progressing a collective "New Council Housebuilding Programme" and proposing that the development site at Military Road should be delivered as entirely affordable housing, utilising the prudential borrowing of the Housing Revenue Account.

**8 Business and Resources**

**8(ii) Budget Strategy 2020/21**

29 - 38

The Cabinet will consider a report setting out how the Council will develop a financially sustainable budget strategy that will continue to deliver the Council's strategic aims. The report sets out the main budget factors and risks. The report also explains the timetable for detailed budget preparation and budget consultation.

**9 Culture and Performance**

9(i)	<b>Year End 2018-19 Performance Report Including Progress on Strategic Plan Action Plan</b>	39 - 92
	Cabinet will consider the significance of the Council's 2018-19 performance as set out in the Assistant Director Policy and Corporate's report for the organisation's ability to operate effectively and achieve its strategic goals.	
10	<b>Communities, Wellbeing and Public Safety/Waste, Environment and Transportation</b>	
10(i)	<b>Responsible Dog Ownership - recommendation from Policy and Public Initiatives Panel</b>	93 - 96
	Cabinet will consider a recommendation from the Policy and Public Initiatives Panel in respect of responsible dog ownership.	
11	<b>General</b>	
11(i)	<b>Policy and Public Initiatives Panel Work Programme</b>	97 - 100
	The Committee will consider a recommendation from the Policy and Public Panel that items be added to its work programme.	
11(ii)	<b>Progress of Responses to the Public</b>	101 - 102
	Cabinet will be invited to note the progress of responses to members of the public who have addressed Cabinet and Council under the Have Your Say! procedures	
12	<b>Exclusion of the Public (Cabinet)</b>	
	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)**



# Cabinet

Wednesday, 22 May 2019

**Attendees:** Councillor Mark Cory, Councillor Adam Fox, Councillor Martin Goss, Councillor Theresa Higgins, Councillor David King , Councillor Michael Lilley, Councillor Gerard Oxford, Councillor Julie Young

## 358 Appointment of Deputy Chairman

*RESOLVED* that Councillor J. Young be appointed as Deputy Chairman for the 2019-20 municipal year.



<p style="text-align: center;"><b>CABINET</b> <b>5 June 2019</b></p>
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*Present:* - Councillor Cory (Chairman)  
Councillors Fox, Higgins, Goss, King, Lilley, G. Oxford  
and J. Young

*Also in attendance:* - Councillors Bourne, Goacher, Pearson, Wood, T. Young

### **359. Minutes**

*RESOLVED* that the minutes of the meeting held on 13 March 2019 be confirmed as a correct record.

### **360. Have Your Say!**

Christopher Lee addressed the Cabinet pursuant to the provisions of Meetings General Procedure Rule 5(1) and raised issues relating to the need for better and more honest communication from the Council and Councillors and raising concerns about how issues relating to Garden Communities and the Wivenhoe Neighbourhood Plan had been communicated.

Councillor Cory, Leader of the Council and Portfolio Holder for Strategy, responded and explained that there were processes in place for concerns about allegations of misconduct by Councillors to be raised. He had responded to concerns that Mr Lee had raised by e-mail about the Wivenhoe Neighbourhood Plan and was willing to meet with him to discuss further.

Stuart Johnson, Colchester Cycling Campaign, addressed the Cabinet pursuant to the provisions of Meetings General Procedure Rule 5(1) and invited the Cabinet to formally support the Colchester Cycling Charter. This was a non-political statement of support for everyday cycling in Colchester and was supported by a number of other organisations in Colchester, including the University of Essex and Colchester Travel Plan Club. The Charter was a commitment from signatories that they wanted Colchester to be a vibrant place to live, study, work and do business and that cycling had an important role to play in addressing issues such as congestion and unhealthy lifestyles. It aimed to make a Colchester a safe place to cycle.

Councillor Cory, Leader of the Council and Portfolio Holder for Strategy, expressed the Cabinet's support for the Charter. He formally accepted the Charter and would look at how its objectives could be incorporated in the Council's work going forward. The Council was already committed to the introduction of a number of cycle schemes. All other members of Cabinet also expressed their support for the Charter and highlighted a number of issues such as the need to provide safe bike shelters and that the Council

would seek to encourage cycling infrastructure on Council housing developments. It was also recognised that as the Highways Authority, Essex County Council had a crucial role in delivering improvements to cycling infrastructure.

Sir Bob Russell addressed the Cabinet pursuant to the provisions of Meetings General Procedure Rule 5(1) to request further information about the latest position on the site of old bus station, following the refusal of the planning application for student accommodation on the site. He asked what meetings had Councillors or officers had held with the applicant and whether the Cabinet supported the view of the Planning Committee?

Councillor Cory, Leader of the Council and Portfolio Holder for Strategy, explained that following the refusal of the application there was a six-month period in which the applicant could seek to appeal the decision or resubmit the application. In view of this, it would not be appropriate for him to comment publicly on the matter.

Mick Spindler addressed the Cabinet pursuant to the provisions of Meetings General Procedure Rule 5(1) to explain that, with the help of Colchester Borough Homes, residents of Nancy Smith Close had applied for it to be declared as a No Cold Calling Zone. However, there had been no response from Essex Trading Standards and he asked for Colchester Borough Council to support the residents and raise the issue with Essex County Council.

Councillor Cory, Leader of the Council and Portfolio Holder for Strategy, stated that he would support the request and asked that copies of the correspondence be forwarded to him.

### **361. Conservation and Environmental Sustainability Task and Finish Group**

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

Councillor Goacher, attended and with the consent of the Chairman addressed the Cabinet. Whilst he welcomed the formation of the Task and Finish Group, he queried why it was being set up as a Task and Finish Group and not a formal Committee. Whilst the Council had made progress on environmental issues, there was a long way to go. In particular he remained concerned about the Council's use of glyphosates. Not only were there potential health risks but the widespread use of glyphosates reduced biodiversity. Canterbury Council had stopped using glyphosates and were using a new hot foam process for combatting weeds, which was cost effective. The Task and Finish Group could make a real difference on such issues.

Councillor Cory, Leader of the Council and Portfolio Holder for Strategy, explained that a Task and Finish Group would be more agile and able to respond to issues more quickly than a formal Committee. He also hoped it would be less partisan. The terms of reference made clear that it was anticipated that it would be able to invite experts. He believed that it was time to revisit the issue of glyphosates and this could be done through the Task and Finish Group.

Councillor Pearson attended and with the consent of the Chairman addressed the Cabinet.

As Chair of the Labour Group he welcomed the establishment of the Task and Finish Group, as the Group was committed to a cleaner and greener borough. However, he suggested that the terms of reference should be amended to include a reference to air quality and proposed the addition of the following wording to the terms of reference:-

“To radically and creatively utilise existing powers to improve air quality across the borough of Colchester. “

Councillor Cory, Leader of the Council and Portfolio Holder for Strategy, stressed that the Council had a good track record of delivering on green issues and was one of the top 10 Council's in the country in reducing its carbon footprint. A motion would submitted to the meeting of Full Council in July calling on Council to declare a Climate Emergency. He considered that air quality was covered implicitly in the terms of reference but suggested that the Group could look at adding the proposed wording at its first meeting.

Councillor Fox, Portfolio Holder for Housing, expressed his support for the suggestion that air quality be added to the terms of reference as this had been issue raised by many residents in the recent election campaign. Councillor J. Young, Portfolio Holder for Culture and performance, paid tribute to the work of the late Councillor Steve Ford who had campaigned for Colchester Borough Council to sign the Nottingham Declaration and suggested that the Task and Finish Group should examine whether Colchester should sign up to the UK 100 Cities network. Councillor Higgins, Portfolio Holder for Commercial Services, and Councillor King, Portfolio Holder for Business and Resources, also expressed their support for the establishment of the Task and Finish Group and highlighted how the Group fitted into the context of the work of the administration.

*RESOLVED* that: -

(a) The terms of reference, political composition, and reporting timescales of the Conservation and Environmental Sustainability Task and Finish Group, as set out at paragraph 5.1 of the Assistant Director's report, be approved, subject to the Group giving further consideration at its initial meeting of the Terms of Reference to ensure they covered issues relating to air quality.

(b) Cabinet's preference for the first meeting to be held promptly in the municipal year 2019/20 be noted.

## *REASONS*

In order for the Task and Finish Groups to begin work it is necessary for their terms of reference, political composition, and reporting timescales to be agreed. The appointment of the Chair is for the Task and Finish group to agree at its initial meeting.

## *ALTERNATIVE OPTIONS*

It would be possible to propose alternative terms of reference or a different political composition. However, it is felt that proposed terms of reference identify the key issues that need to be addressed. In terms of political composition, it is important that the Task and Finish Group is cross-party and membership therefore incorporates all political groups on the Council.

### **362. Transfer of Development Site to Colchester Amphora Homes Ltd**

The Assistant Director Policy and Corporate submitted a report a copy of which had been circulated to each Member.

Councillor Fox, Portfolio Holder for Housing, introduced the report and highlighted that there was a national housing crisis. Colchester was badly affected by this crisis. The Council had introduced a number of initiatives to address this, some of which were delivered through Colchester Borough Homes and Colchester Amphora Homes Ltd. These included the redevelopment of a number of garage sites, buying back Right To Buy properties, reinvigorating the sheltered housing scheme, introducing the Airspace model and the transfer of four development sites to Colchester Amphora Housing Ltd. The development of these four sites, including Creffield Road, would lead to the building of 300 new houses, of which over 100 would be affordable homes.

*RESOLVED* that: -

The appropriation of Creffield Road from the Housing Revenue Account to the General Fund for the reasons set out in this confirmatory report by the Assistant Director, Policy and Corporate, be confirmed, subject to obtaining Secretary of State consent.

#### **REASONS**

The principal power to appropriate land is found in Section 122 of the Local Government Act 1972 and this power is available when land is no longer required for the current purpose for which it is held. However, these S.122 powers are also subject to Section 19(2) of the Housing Act 1985 where land is held under Part II of the Housing Act 1985.

The site at Creffield Road is no longer required for the purposes for which it was previously held as Council-owned stock, for the reasons detailed in the Assistant Director's confirmatory report. However, although the site is vacated and no longer in use, the transfer of the site will still be subject to the Secretary of State's consent for appropriation from the HRA to the General Fund (from where it will then be sold) because it still contains "a property" on it for the purposes of the 1985 Act.

#### **ALTERNATIVE OPTIONS**

The Council could proceed without setting out the reasons (and the process), but this would not be following the legal advice obtained on best practice and the Council will still require Secretary of State's approval for the appropriation of Creffield Road (because it is a statutory requirement).

### **363. Request for Delegated Authority to Agree the Award of Contract**

The Assistant Director Policy and Corporate submitted a report a copy of which had been circulated to each Member.

Councillor Fox, Portfolio Holder for Housing, introduced the report and explained that

current housing management IT system had been in place since 20001 and a new system was now required. This would make Colchester Borough Homes housing systems more effective and agile. The proposal to delegate authority for the award of the contract would give greater flexibility and ensure that the new system was procured in good time.

*RESOLVED* that the authority for approval of the award of contract to the Recommended Bidder for the installation of a new Housing Management System be delegated to the Portfolio Holder for Housing in consultation with the Assistant Director Policy and Corporate.

#### *REASONS*

The existing contract period is coming to an end following the issue of a de-support notice by the current supplier. As a result, there is a requirement to offer the work to competitive tender in order to establish continuous improvement and best value. There is no nil cost standstill option in this case.

#### *ALTERNATIVE OPTIONS*

There are few alternative options as this programme forms part of the Council Statutory obligations as a Landlord and protects both our customers and the housing assets. The procurement process to be followed will comply with the Public Contracts Regulations 2015. There is no nil cost standstill option in this case.

### **364. Member Development Group Annual Report 2018-19**

The Assistant Director Policy and Corporate submitted a report a copy of which had been circulated to each Member.

Councillor King, Portfolio Holder for Business and Resources, introduced the report and stressed the importance of member development in ensuring that Councillors had the necessary skills and knowledge to work effectively. He noted that the outcome of the Council's assessment for Charter Status for Elected Member Development, which provided external validation of the Council's processes and procedures for member development. He noted in particular their comments about the value of the work provided by the Member Development Group. He thanked officers in the Democratic Services team for their work supporting the Group and providing member development.

*RESOLVED* that the Member Development Group Annual Report 201819 be received and noted.

#### *REASONS*

The Member Development Group is required to report to Cabinet on an annual basis. This provides Cabinet with an opportunity to review the work of the Group and the provision of member development.

#### *ALTERNATIVE OPTIONS*

No alternative options are proposed.

### **365. Appointments to Revolving Investment Fund Committee, External Organisations and Council Groups**

The Assistant Director Policy and Corporate submitted a report a copy of which had been circulated to each Member.

*RESOLVED* that:-

(a) The membership of the Revolving Investment Fund Committee for the 2019-20 municipal year be as follows:-

Councillor Cory, Leader of the Council and Portfolio Holder for Strategy  
Councillor Higgins, Portfolio Holder for Commercial Services  
Councillor King, Portfolio Holder for Business and Resources  
Councillor J. Young, Portfolio Holder for Culture and Performance

(b) The representatives to the various external organisations and Council groups listed in Appendix A of the Assistant Director's report be appointed for the 2019-20 municipal year, such appointments to cease if the representatives cease to be members of the Council during the municipal year.

(c) Councillor T. Young be removed as the Council's appointed director on the Board of North Essex Garden Communities Limited.

(d) Councillor King be appointed as the Council's appointed director on the Board of North Essex Garden Communities Limited.

(e) The Leader of the Council be authorised to make a determination where a nomination is deemed to be in dispute, if a vacancy occurs or if an appointment needs to be made to a new organisation during the course of the municipal year.

(f) The reports about the work undertaken by appointees to external organisations in 2018-19, as set out in Appendix B of the Assistant Director's report, be noted.

### **REASONS**

The Revolving Investment Fund Committee is a sub-Committee of Cabinet and therefore appointments to the Committee need to be made by Cabinet.

It is important for the Council to continue to make formal appointments to certain organisations and council groups such as those with statutory functions, our key strategic and community partners and groups with joint working arrangements.

The appointments to the Board of Colchester Commercial Holdings Ltd (CCHL) are now included in the list of appointments, following the decision of Full Council on 22 May 2019 to amend the Terms of Reference of the Governance and Audit Committee to delete the

Committee's responsibility for the appointments to the Board of CCHL. This brings the practice for appointments to the Board of CCHL in line with the other Council companies, such as Colchester Borough Homes.

#### *ALTERNATIVE OPTIONS*

No alternative options are proposed other than to authorise the Leader of the Council to make a determination where a nomination is deemed to be in dispute.

### **366. Progress of Responses to the Public**

The Assistant Director, Policy and Corporate submitted a progress sheet a copy of which had been circulated to each Member.

*RESOLVED* that the contents of the Progress Sheet be noted.

#### *REASONS*

The progress sheet was a mechanism by which the Cabinet could ensure that public statements and questions were responded to appropriately and promptly.

#### *ALTERNATIVE OPTIONS*

No alternative options were presented to the Cabinet.



<b>Report of</b>	<b>Assistant Director Policy &amp; Corporate</b>	<b>Author</b>	<b>Andrew Tyrrell</b>
<b>Title</b>	<b>Updates on New Affordable Council Homes</b>		<b>☎ 282390</b>
<b>Wards affected</b>	All Wards		

## 1. Executive Summary

- 1.1 The Council has an established and clear ambition to provide more new affordable homes for our community; especially as Colchester was one of over 50% of Councils in the UK that were restrained from building any properties in 2017/18 because of the effects of a Government-induced “debt cap” and “rent reduction” policy. That debt cap was abolished in late 2018, so that the Council can once again use prudential borrowing to undertake a new Council housebuilding programme. In swift response, in January 2019 the Council agreed to explore potential schemes that could deliver up to 350 new council homes over 5 years, borrowing up to £75m, that would be a first new wave of projects that can later be expanded.
- 1.2 As well as the “New Council Housebuilding Programme” that is delivering 100% affordable housing, whilst the debt cap was in existence the Council also formed a wholly-owned company (Colchester Amphora Homes Limited). This company is already delivering over 300 new homes of mixed-tenure including 30% affordable housing; whereby the private market sales cross-subsidise the provision of affordable homes.
- 1.3 The existence of the company, alongside the renewed ability to borrow, means that the Council is well-placed to choose the best options to deliver affordable homes in various ways, tailored to each individual site circumstance; and utilising collaborative partnership working with both Colchester Amphora Homes Ltd (CAHL) and the Council’s housing management organisation, Colchester Borough Homes (CBH). Consequently, the report herein sets out how the Council is progressing a collective “New Council Housebuilding Programme” and suggests that the site at Military Road should now be delivered as entirely affordable housing, utilising the prudential borrowing of the HRA that is already being used to deliver approximately 350 new affordable homes over the next five years. Affordable homes are defined as having a rent that is a maximum of 80% of the local market rent (including service charges, where applicable).

## 2. Recommended Decision

- 2.1 To agree that the Council should move Military Road into the “New Council Housebuilding Programme” to deliver this project as entirely affordable homes through the Housing Revenue Account (HRA).
- 2.2 To appoint Colchester Amphora Homes Ltd (CAHL) to manage the delivery of the development at Military Road on behalf of the Council.
- 2.3 To agree that the Housing Revenue Account (HRA) budget and Housing Investment Programme (HIP) for 2020/21, to be considered by Cabinet in January 2020, should be

prepared with the inclusion of financial provisions to actively progress Military Road in addition to the other previously approved projects.

- 2.4 To note the updated progress on the individual projects within the “New Council Housebuilding Programme” that were agreed by the Council in January 2019.

### **3. Reason for Recommended Decision**

- 3.1 There is a national housing crisis and Colchester is no different to anywhere else in requiring more homes, especially with regard to affordable homes. The alternative development of Military Road, increasing the provision of affordable homes from 30% to 100% on this site, and using prudential borrowing rather than the commercial company delivery model, provides for a more viable development that suits the circumstances of this site.
- 3.2 Since the decision to develop Military Road as a mixed-tenure scheme was taken, a number of changes in circumstances have seen the financial return for the Council to reinvest diminish, whereas the benefits of affordable homes have remained. The balance is now considered to weigh in favour of moving away from cross-subsidy to prudential borrowing in order to maximise the benefit of the additional units being affordable units, without significant loss of “profit” that would be reinvested in Council services. This is specific to this scheme and site location; where the other mixed-tenure sites at Creffield Road, Mill Road and St Runwald Street only remain variable to develop through the company model, and would not be deliverable through prudential borrowing as now suggested for Military Road.
- 3.3 In addition, the Council continues to progress several other projects under the “New Council Housebuilding Programme” (NCHP). Whilst each of these is different, and bring their own considerations, all of them remain in progress and are being brought forwards as potential development opportunities. The NCHP still aims to deliver up to 350 homes over 5 years. The homes that the Council creates will be used to accommodate people from our housing needs register. This means that the new homes address local need. The demand for this new affordable housing is currently just over 3,000 people who are recorded on the housing needs register:

### **4. Alternative Options**

- 4.1 At Military Road, the Council could decide not to take on the development of the land itself, continuing with the development as a mixed-tenure scheme delivered by CAHL. However, this would mean that 8 affordable homes would not be delivered at this site and the Council would be not make the optimum use of the options the Council has created for itself, in delivering homes through a number of different mechanisms. Using the flexibility of the new borrowing capacity that the Council has been given would provide extra affordable housing for those most in need (which is a key priority of the Council as set out in the Strategic Plan), whereas the company would not generate a significant commercial return from the private market homes here as property values are low in relation to build costs.
- 4.2 The Council could decide to sell the site on the open market; however, the value of the land would not generate a significant receipt for the HRA to reinvest in affordable housing, and the Council would also then require another site to do so. If the Council sold the site to a private developer, it would also fall under the threshold for providing any affordable homes through s106 planning gain (where only schemes over 10 dwellings

are required to include affordable homes), so new affordable homes would be provided unless it is by the Council.

- 4.3 The Council could choose not to pursue some of the other individual projects updated in this report. However, at this time it is considered that all of the projects should be explored further and to reduce the programme for new council housebuilding at this time would be contrary to previous decisions and the core objectives of the Council.
- 4.4 The Council could pursue the “Airspace” rooftop development schemes (detailed in the main section of the report below) without using HRA borrowing; however, this would entail working with modular construction companies who would build the schemes for commercial returns that return only a smaller percentage of the units to the Council to use as affordable housing, whilst most of the properties would be retained by the partnering company (for them to sell or lease to recover their build costs). As this does not provide as many affordable homes for the Council, and brings other complexities around ownership, it is not recommended for the first few sites chosen. It would also be contrary to the legal advice the Council has received, which is also detailed below.

## **5. Background Information**

- 5.1 The Council previously utilised HRA borrowing to undertake housebuilding by delivering 34 units on garage sites that were completed in 2015. These were the first Council built homes in a generation and the Council had always intended to continue to deliver more new homes (and refurbishment projects) until it was halted by the Government policy changes (in 2015) that saw rent reduced by 1% per annum for 4 years and a “debt cap” introduced. This national policy change removed around £140m of rental income from the 30-year HRA business plan when it was introduced. That meant that the Council could no longer build new affordable homes for local people, and would return, like most Councils, to a reliance on homes delivered via s106 planning agreements (that secure a percentage of affordable units on sites over 10 dwellings) from private housebuilders.
- 5.2 The significant change in Government policy with the abolition of the HRA debt cap, was accompanied by a clear message that Councils should undertake new housebuilding funded from within their HRA, when Chancellor Philip Hammond stated (during his Budget speech in late 2018) that the Government was “giving councils greater control over the money they raise...by removing the Housing Revenue Account cap so that councils can help to build the homes this country needs”.
- 5.3 The prudential borrowing code the Council now manages its Housing Revenue Account (HRA) to means that the Council’s borrowing must remain “affordable”. Simplistically, that means the amount borrowed to build will be affordable over the long-term, based on the new rents that are produced to re-pay the initial borrowing. The Council manages its budget in a number of ways, but modelling demonstrates that the additional borrowing is affordable over a 30-year plan. The January 2019 budget papers set out more detail on this.
- 5.4 There are numerous other benefits to the Council from building new affordable homes that include:
- preventing homeless and reducing housing need
  - making the most effective use of the Councils assets, and maximising their benefit to the community;
  - the potential to deliver sites that other developers would not be willing to deliver (e.g. small infill plots, garage sites) because they have social value as well as economic sustainability; and
  - helping to fulfil planning policies aimed at improving the quality of life for residents and assisting the supply of land for residential development that meets specialist demands.
- 5.5 Even before the abolition of the debt cap, the Council had found ways to deliver more affordable homes, by creating a company to cross-subsidise affordable homes alongside private market sales. The Council company, Colchester Amphora Homes Ltd (CAHL) identified 4 sites to be brought forward under their own “Phase 1 Developments” and has progressed these accordingly. However, as the scheme at Military Road has evolved through feasibility stages, pre-application planning discussions, and over time when a number of market considerations have been variable, it has become apparent that this particular site would be better developed by the Council, as entirely affordable housing, using its new-found borrowing capacity.
- 5.6 The site at Military Road is constrained, with a maximum of 8 units achievable at the site and advice on property values indicates a lower sales values in the current market. With the requirement to provide 30% affordable homes also affecting financial returns, it would be difficult to achieve commercial viability by cross-subsidy from 6 private market sales for 2 affordable homes. However, it is possible to build the same scheme using HRA

borrowing as a 100% affordable housing scheme and operate within the “cost per unit” parameters to demonstrate prudent borrowing and value for money to the HRA, which operates under different financial considerations.

- 5.7 As a result, considering the Council has flexibility through the options at its disposal, and in balancing commercial value with the Council's wider public sector ethos, it is proposed to now deliver this scheme through the “New Council Housebuilding Programme” rather than through CAHL's financial model. Using HRA borrowing ring-fenced for affordable housing results in more affordable units being delivered, with value for money from the build costs, whereas a mixed-tenure scheme would not generate significant commercial return due to the comparatively low sales values in this locality at present (whilst also delivering less affordable homes).
- 5.8 However, it is critical to highlight that this site remains incomparable to all of the other sites being developed by the Company, which only remain viable for delivery by the Council's company (and would not be delivered using HRA borrowing). It is purely the specifics of this site, and the specific details of the finalised scheme and market conditions at this time; and this demonstrates why it is important that the Council has created various affordable housing delivery models and now enjoys the benefits of the flexibility in delivery mechanisms that the Council now has the ability to call upon.
- 5.9 In addition to altering the Military Road site to 100% affordable housing, the Council is also using the HRA borrowing capacity, and utilising Right-To-Buy Receipt reserves, for a number of other projects under the New Council Housebuilding Programme. The Council still intends to acquire all of the affordable housing units delivered from the other 3 forthcoming development sites being built by CAHL. The Legal Agreements for the transfer of land, and the financial arrangements, and the purchase of properties completed in later June and planning applications are under consideration for these developments. The CAHL developments will generate over 100 affordable homes, as each site will deliver 30% affordable homes alongside the private market units.
- 5.10 Furthermore, in November 2018 the Council agreed to enter into a partnership with a Registered Provider, Heylo Housing, to purchase 20 former council properties previously sold under the statutory right to buy. These properties will be let at affordable rents to applicants on the Housing Register, with a property mix of one bed flats, two bed flats and three bed houses purchased using a shared-ownership model which will see Heylo Housing contribute 70% of the purchase costs and the Council contributing 30% to become a shared-owner of the property. The Council can then let the properties to tenants, with the Council being the landlord.
- 5.11 The Council's investment in this project will be up to £1.2m from the “Right-To-Buy Receipt” reserves and up to £200,000 from the HRA for other costs. This is in line with the agreement the Council entered into with the Government, wherein retained right to buy receipts can only be spent on providing additional affordable housing and unspent right to buy receipts have to be paid back to the Government with interest. These purchases will prevent the repayment of the right to buy receipts along with interest as the legal agreement with Heylo has been negotiated and it is anticipated that the legal works will be concluded in July, so that purchases of properties can commence in August.
- 5.12 The Council has also agreed to pursue purchasing properties on its own, in order to increase the supply of affordable housing in Colchester. As part of the “Action to tackle homelessness” initiative, the Council agreed to purchase up to 10 properties using the “Right to Buy Back” (RTBB) in 2018/2019, and in January 2019 it agreed to continue that programme for a further 5 years. The “Right to Buy” is a government scheme that

enables council tenants to buy their home but, since 2005, any tenant who has bought their council home has to give the Council first refusal to buy it back (the Council's "Right To Buy Back - RTBB") if they wish to sell that property within the first 10 years (in typical property covenants).

- 5.13 Similarly, in order to increase the supply of temporary affordable housing in Colchester as part of the "Action to tackle homelessness" initiative, the Council successfully purchased former Council homes sold under the right to buy that were not subject to the right of first refusal clause (RTBB), as this had expired. In January 2019 it was agreed that the Council would now continue to purchase up to 20 former Council properties a year for 5 years, via the open market to be used as permanent homes.
- 5.14 The purchase of the combined 30 properties a year through the RTBB and open market began without delay as the project was running as a pilot already and needed no lead-in time. As a result, already, the Council had acquired 2 dwellings by the end of May 2019 and spent £273,000 of the budget allocated this year in the first 2 months. However, at least 5 other properties have completed at the time of writing, and these come from a further 17 acquisitions in the pipeline (e.g. 19 in total underway so far), with an anticipated total spend of approximately £3m committed for acquisitions. It is anticipated that other costs will add approximately £100,000 for works costs and legal fees for the 19 known purchases underway, bringing the anticipated total spend of £3.3m for 19 properties; and leaving a remaining budget of £2.7m for the further 11 properties the Council is hoping to identify this financial year.
- 5.15 In terms of the "New Council Housebuilding Programme" projects, the Council continues to explore the second phase of garage site developments. The Council already demonstrated the success of bringing under-used garage sites into beneficial use for affordable housing through the development of 34 units on 4 sites in 2014. These garage site developments proved how such housing makes more efficient and effective use of assets that the HRA already owns, and make a valuable contribution to communities, improving neighbourhoods, reducing anti-social behaviour and providing much needed affordable housing.
- 5.16 For Phase 2, the Council agreed (in January 2019) to explore sites at:
- Buffett Way, Greenstead;
  - Cross Cottages, Boxted;
  - Hardings Close, Aldham;
  - Holly Road, Stanway; and
  - Scarfe Way, Greenstead.
- 5.17 Since that decision desk-top exploration work was undertaken, followed by some more detailed work to progress the schemes so far. Feasibility work such as land searches, survey work and contamination studies have been completed in order to check the development potential of sites as part of the due diligence work. A briefing session was held for Ward Councillors in June before consultation with garage tenants and residents that live near to the sites commenced (also in June).
- 5.18 Planning drawings (to RIBA stage 3) are now being prepared for 4 of the locations and it is currently anticipated that the garage sites should deliver approximately 30 new affordable homes. Significantly, as Council developments they are being designed to proactively provide some Part M compliant "adaptable properties", as well as a mix of 1, 2, 3 and 4-bed properties that provides for different supply demands from our local affordable housing needs. The adaptable properties and larger family homes have been particularly hard to secure through traditional affordable housing delivery methods (S106)

and will benefit people who have waited longer for such properties because of the lack of supply.

- 5.19 The schemes are being led by CAHL on behalf of the Council, working in collaboration with CBH. At present, the CBH-designed planning drawings are expected to be ready for submission on most sites in September, with planning permission then being expected in November. Working drawings would then need to be completed ready for construction but at the same time the contract to develop the sites can then be procured. Depending on the exact timing of the planning permission the tender exercise may occur just before or just after the festive period (but not over). It is then anticipated that the first sites will commence in the Spring of 2020. One of the sites will follow after that timescale as it currently requires more work than the others due to some constraints and issues that have been uncovered during the feasibility work to date; however, the site is still being progressed and remains a development option. The additional work being undertaken now will ensure that the best available development opportunity is explored before design work is advanced, meaning that this site will more likely have a timetable that would see work commence on site later in 2020.
- 5.20 Following progress on the second phase of garage sites, the Council has also allocated budget provisions within this financial year to explore a third phase of garage developments. This work has now commenced, with a list of potential Council-owned sites having been compiled. These sites are now being reviewed internally by Officers in order to identify any constraints and issues that can be identified through early desk top analysis, before sites are visited and explored in more detail.
- 5.21 Council-owned sites are also being utilised in order to progress the “Airspace” rooftop developments that were also agreed in January. This follows on from some recent, and emerging, examples of modular construction that has created an additional storey in unused “airspace”, on the roofs of existing occupied buildings, to add additional homes. This has been used to good effect in London, first in private housing and then in social housing by housing associations, although it has not yet been built by Councils (there are some schemes with permission that are not yet commenced). “Airspace” consequently received specific reference in the Government’s 2018 revisions to the National Planning Policy Framework, in paragraph 118(e), that states that Local Planning Authorities should:
- “support opportunities to use the airspace above existing residential and commercial premises for new homes. In particular, they should allow upward extensions where the development would be consistent with the prevailing height and form of neighbouring properties and the overall street scene, is well-designed (including complying with any local design policies and standards) and can maintain safe access and egress for occupiers.”*
- 5.22 Specialist legal advice was sought on this project as it is innovative and there is no past experience from which to follow the steps set by another Council. The usual business operating model for modular construction companies that undertake such projects is for such companies to purchase “airspace rights” from a Council to develop (at their own risk) rooftop apartments. The majority of the units created are then normally retained by the company to generate their financial returns for the works, but as the owners of the host property the partnering Council is given some of the completed units as affordable housing. However, in Colchester this Council is seeking to retain all of the homes built, so has decided to structure the delivery model through a more traditional “Design and Build” contract, where the contractor is employed to build the units for the Council.

- 5.23 Whilst the Council would hope to draw upon the specialist expertise of an “Airspace” company, this contract will be procured in the normal manner, complying with the Public Procurement Regulations 2015. This approach follows legal advice that the Council sought from Anthony Collins Solicitors, who also recommended that this was the route of least complexity and risk of challenge. Consequently, the procurement phase of the scheme will now take longer than first envisaged, as this is an innovative project, and the Council’s Procurement Business Partner has established that approximately 8 months is required to allow sufficient time for selection of a suitably qualified contractor; including visits to similar schemes. As a result, the budget allocation spent during this financial year will be limited, as it is anticipated that a contract to commence work would not be awarded until Quarter 2 of 2020/21.
- 5.24 In parallel with the procurement exercise, consultation has commenced with Ward Councillors, existing residents of the 3 blocks proposed for the project, and neighbouring residents. Consultation remains ongoing between June and August. The “Airspace” rooftop development sites are located at:
- Berefield Way, Berechurch
  - Christopher Jolly Court, Berechurch
  - Gardenia Walk, Greenstead
- 5.25 As with the garage site development, Officers prepared for the consultation with “Frequently Asked Questions” in liaison with the communications team. Residents of the buildings where the rooftop development would take place have been offered personal appointments with representatives from the Council and Colchester Borough Homes in attendance. Subject to successful consultation and procurement, it is then anticipated that the scheme would achieve approximately 30 new affordable homes that will be completed in 2021.
- 5.26 As outlined in January, the Council is continuing with its programme to make our sheltered housing stock “fit for the future”, with examples at Enoch House, Worsnop House and Harrison Court demonstrating the modernisation and improvements that have been achieved for tenants.
- 5.27 Finally, the Council is also considering how it can best use HRA funds to secure affordable housing as part of Phase 2 CAHL developments. This would continue to see development of larger mixed-tenure schemes that continue to encourage social cohesion with 30% affordable homes provided alongside private market homes. That will need to be reviewed in due course and will be subject to further papers at more appropriate times.

## **6. Equality, Diversity and Human Rights implications**

- 6.1 The proposals are considered to have an overall positive impact on protected groups and they will have a positive impact on the availability of housing in Colchester, especially the availability of affordable housing. Maximising the supply of new homes is part of the Council’s commitment to improving communities and our town as a place to live. In implementing the recommendations, the Council will have due regard to its Public Sector Duty and will continue to work to tackle discrimination and inequality and help to create a fairer society, improve housing choice and social mobility (including for protected groups). The proposals will help to improve the housing conditions and life chances of people with protected characteristics, including low-income households, people with disabilities and families on the housing needs register. They will therefore have a positive impact on Equality and Diversity.

6.2 Further Equality Impact Assessment information can be found [here](#)

## **7. Strategic Plan References**

7.1 The following Strategic Plan References are relevant:

Growth: Ensuring all residents benefit from the growth of the borough

- Help make sure Colchester is a welcoming place for all residents and visitors

Responsibility: Encouraging everyone to do their bit to making our borough even better

- Promote responsible citizenship by encouraging residents to get involved in their communities and to identify solutions to local issues

Wellbeing: Making Colchester an even better place to live and supporting those who need most help

- Encourage belonging, involvement and responsibility in all the borough's communities
- Create new social housing by building Council homes and supporting Registered Providers
- Target support to the most disadvantaged residents and communities

## **8. Consultation**

8.1 Consultation has taken place, and continues to take place, on the projects at garage sites, "Airspace" rooftop development, and the Sheltered Housing redevelopment. The required planning applications for all of these projects will also be subject to public consultation with residents at, adjacent or nearby to any individual sites involved. All legal duties to consult are being met.

## **9. Publicity Considerations**

9.1 None specific to this report. Individual schemes will require different publicity requirements under the planning application process, with the sites delivering 10 homes or more being advertised in a local newspaper and via a notice erected at the site, as well as letters to neighbours. Others will see letters sent to anyone living adjacent to the sites at the time of an application.

## **10. Financial implications**

10.1 The proposals in this report have a combination of capital and revenue implications which were set out in the January report, with the exception of the proposal to add Military Road to the HRA borrowing programme. Any capital expenditure in 2019/20 on Military Road is expected to be within existing budget provision. Therefore, the main capital considerations (of the proposals as a whole) revolved around capital expenditure and funding. These can be summarised as:

- Capital expenditure on purchasing/building dwellings (for example Phase 2 garage sites, purchase of Buybacks)
- Capital expenditure on converting dwellings/remodelling
- Undertaking prudential borrowing to fund capital expenditure

- Use of 1-4-1 retained Right to Buy reserve to partially fund expenditure
- On-going capital improvements to additional properties (for example kitchens/bathrooms etc)

- 10.2 The main revenue considerations of the proposals revolve around the day to day running of the dwellings, and servicing of any additional borrowing undertaken. These can be summarised as:
- Additional rental income from properties built or purchased.
  - Additional management and maintenance costs
  - Interest cost resulting from any additional borrowing undertaken
- 10.3 The previously agreed approach was to seek approval from Cabinet for the indicative proposals, and then include detailed financial implications in the Housing Revenue Account (HRA) estimates and Housing Investment Programme (HIP) reports agreed by Cabinet in January each year. This approach has the benefit of being able to see the impact of the proposals on the overall financial position of the 30-year HRA model, determine affordability and ensure the long-term sustainability of the HRA.
- 10.4 The addition of Military Road has some implications on this financial year's budget, however these can be absorbed within the existing budget provisions. Budget provision was made to purchase 2 affordable homes at this site in 2019/20 (as part of the mixed tenure scheme by CAHL) although the changes indicated in the main report now mean that the whole development would be funded from the HRA. The 2019/20 allocation is sufficient to meet the whole site development costs that would now occur in 2019/20, with the balance of the scheme costs being incurred in 2020/21 and therefore will be included in the 2020/21 HRA budget to be considered by Cabinet in January 2020.
- 10.5 It should also be noted that given the scale of some of the projects set out in this report, it is likely that we will fully utilise our retained 1-4-1 RTB receipts reserve, which means it would be unlikely that we would continue repaying receipts plus interest to the Government in the future. Indeed, there is the potential that we could need to borrow up to 100% of scheme costs in future years (receipts would currently cover 7% of the estimated/assumed costs). As previously indicated, this would be considered annually as part of Cabinet's approval of the Housing Revenue Account (HRA) estimates and Housing Investment Programme (HIP).

## **11. Health, Wellbeing and Community Safety Implications**

- 11.1 There are no specific implications but generally the proposal aims to promote positive health and well-being for our residents.

## **12. Health and Safety Implications**

- 12.1 There are no specific concerns related to proposals outlined herein. Each site and development would be managed in terms of health and safety, as usual.

## **13. Risk Management Implications**

- 13.1 As set out in January, there are two broad categories of risks; local and national. Local risks offer some degree of control and influence, revolving around prioritising HRA

spending in a period of change. National risks relate to Government policies the Council cannot control, but that can have a major impact.

- 13.2 Locally, prioritising new council housebuilding should not be at the cost of current stock modernisation and repair. HRA finances and resources are used for maintaining and improving the existing stock, as a priority, and therefore new council housebuilding needs to be achieved without harm to current or future maintenance programmes. This risk is being managed by a coordinated and collaborative approach between key stakeholders, considering the budget implications over short, medium and long-term periods.
- 13.3 Another locally managed risk will be development process issues. For example, skills, land supply, site development, funding, planning, commissioning and construction costs. There are some obstacles to overcome in undertaking housebuilding, but the Council is mitigating these risks by working with CAHL and CBH as we evolve and develop an expanding housebuilding programme and will procure external advice where necessary.
- 13.4 Although some work has already been undertaken, some sites are constrained and may still encounter issues that affect the viability of development (for example clearance and decontamination costs, size and shape, surroundings) that affects the achievable numbers and design of new units. For reasons related to this, obtaining planning permission can be challenging, especially if there are objections from the local community. This is being mitigated as far as possible by early engagement with our Planning Services, and consultation with affected residents. The January decision allowed this to be progressed.
- 13.5 Similarly, commissioning and procuring construction can be difficult. Some sites may not be attractive to builders and, in addition, construction costs have been rising over recent years. It may not be possible to receive satisfactory prices to build the schemes once approved. However, the proposals herein will seek to attract interest by evolving attractive and exciting schemes.
- 13.6 Nationally, the Government is known to be rethinking the right-to-buy policy, and contemplating other ideas, so the future is uncertain. The cumulative effect of numerous welfare changes in policies that affect the HRA are still becoming apparent too. Recent years have shown how much things can change with the 'bedroom tax', the benefits cap, direct payment of benefits to claimants, the roll-out of universal credit and the freezing of benefit rates for 4 years from 2016/17 before the more recent positive changes through the debt cap abolition and move away from further rent reduction. There is a recent rhetoric that changes would not seek to obstruct Council housebuilding, but this reality is that this remains uncontrollable, and increasingly unpredictable the further ahead you try to look. This is even more true with the additional "Brexit" considerations. In addition, it is clear that building costs have inflated significantly in recent years and may continue to do so.

## **14. Background Papers**

- 14.1 None



<b>Report of</b>	<b>Assistant Director, Policy &amp; Corporate</b>	<b>Author</b>	<b>Paul Cook</b> ☎ 505861 <b>Darren Brown</b> ☎ 282891
<b>Title</b>	<b>Budget Strategy 2020/21</b>		
<b>Wards affected</b>	All		

## **1 Executive Summary**

- 1.1 This is the start of the timetable to update the Medium Term Financial Forecast and set the 2020/21 Budget.
- 1.2 The report sets how the Council will develop a financially sustainable budget strategy that continues to deliver the Council's strategic aims. The main budget factors and risks are considered.
- 1.3 The report also explains the timetable for detailed budget preparation and budget consultation.

## **2 Recommended Decision**

- 2.1 To note the pre-audit outturn position for the financial year 2018/19.
- 2.2 To note the approach and timetable for the 2020/21 budget.
- 2.3 To note the updated Medium-Term Financial Forecast as set out in Section 7.
- 2.4 To note the amendments to the capital programme set out in Section 10.5

## **3 Reason for Recommended Decision**

- 3.1 The Council is required to approve a financial strategy and timetable in respect of the 2020/21 budget and MTFF.

## **4 Alternative Options**

- 4.1 None at this stage

## 5 Background Information

### Financial Overview 2018/19 and 2019/20

- 5.1. The Pre-Audit Outturn report for the year to 31 March 2019 was presented to the Scrutiny Panel on 11 June 2019.
- 5.2. The following table provides a breakdown of the end of year position showing an overall net general fund underspend after carry forwards of £263k:-

<b>Table 1 – Summary of 2018/19 Outturn</b>						
		<b>Actual</b>	<b>Budget</b>	<b>Var</b>	<b>C/fwd</b>	<b>Net</b>
		<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
1	Corporate & Democratic Core	(407)	(503)	96	-	96
2	Policy & Corporate	9,323	10,024	(701)	499	(202)
3	Executive Management Team	657	655	2	-	2
4	Community	1,674	2,075	(401)	401	-
5	Customers	4,091	4,177	(86)	280	194
6	Environment	4,673	4,615	58	218	276
<b>7</b>	<b>Sub-Total Services</b>	<b>20,011</b>	<b>21,043</b>	<b>(1,032)</b>	<b>1,398</b>	<b>366</b>
8	<i>Net Recharge Movement</i>					
9	NEPP	(115)	(110)	(5)	5	-
10	CIMS	1,035	1,019	16	(16)	-
11	Benefits	(709)	(727)	18		18
12	General Fund / HRA	7,179	7,368	(189)	-	(189)
13	HRA Contingency (cost in 12)		84	(84)		(84)
<b>14</b>	<b>Total Services</b>	<b>27,401</b>	<b>28,677</b>	<b>(1,276)</b>	<b>1,387</b>	<b>111</b>
15	Pensions	725	715	10		10
16	CLIA	538	630	(92)	92	-
17	Provision for Bad Debts	(347)	-	(347)		(347)
18	Miscellaneous	99	-	99		99
19	Other Government Grants	(86)	-	(86)	18	(68)
20	General service related items		422	(422)	352	(70)
21	Business Rates	(6,295)	(5,262)	(1,033)	1,033	-
22	Business Rates Pool	(645)	-	(645)	645	-
23	Collection Fund	(607)	(609)	2		2
<b>24</b>	<b>Total</b>	<b>20,783</b>	<b>24,573</b>	<b>(3,790)</b>	<b>3,527</b>	<b>(263)</b>

### Table 1 Abbreviations

HRA (Housing Revenue Account)  
 NEPP (North Essex Parking Partnership)  
 CIMS (Colchester and Ipswich Museums Service)  
 CLIA (Central Loans and Investment Account)

- 5.3. When the 2019/20 budget was set, it had been assumed for planning purposes that the end of year position would be on budget. The outturn therefore improves the balances position. In summary, it means that balances are £530k above the recommended level as shown Table 2.

<b>Table 2 – Change to Balances 2018/19</b>		
<b>Factor</b>	<b>£'000</b>	<b>Note</b>
Uncommitted / unallocated balances above prudent level	267	Position when 2019/20 budget was set.
Outturn underspend	263	Position reported to Scrutiny Panel
<b>Balances above agreed level</b>	<b>530</b>	

## **Financial Year 2019/20**

- 5.4. At this stage in the financial year it is difficult to assess potential variances (both positive and negative). The overall position will be reported throughout the year to Scrutiny Panel and Governance and Audit Committee.

## **6 Strategic Context**

- 6.1 The Council like many other local authorities faces a challenging financial climate, and the Budget Strategy therefore emphasises affordable and sustainable solutions. Commercial approach and income generation are important, as is maximising external funding opportunities.
- 6.2 The 2020/21 budget setting must be undertaken during a period with an exceptionally high level of economic and political uncertainty. This arises primarily from uncertainty as to the date and arrangements for EU Exit, associated delays in parliamentary business and lack of clarity about the Government's Spending Review and the impact on public sector funding. A number of key economic metrics, that would impact on the Council's financial position, will be sensitive to this context, including interest rates, inflation, the local government settlement and general level of economic activity locally and nationally.
- 6.3 The Strategic Plan 2018-21 sets out the Council's vision and priorities for Colchester and the activities based around the following four themes:
- Growth – Ensuring all residents benefit from the growth of the Borough.
  - Responsibility - Encouraging everyone to do their bit to making our borough even better
  - Opportunity - Promoting and improving Colchester and its environment
  - Wellbeing - Making Colchester an even better place to live and supporting those who need most help

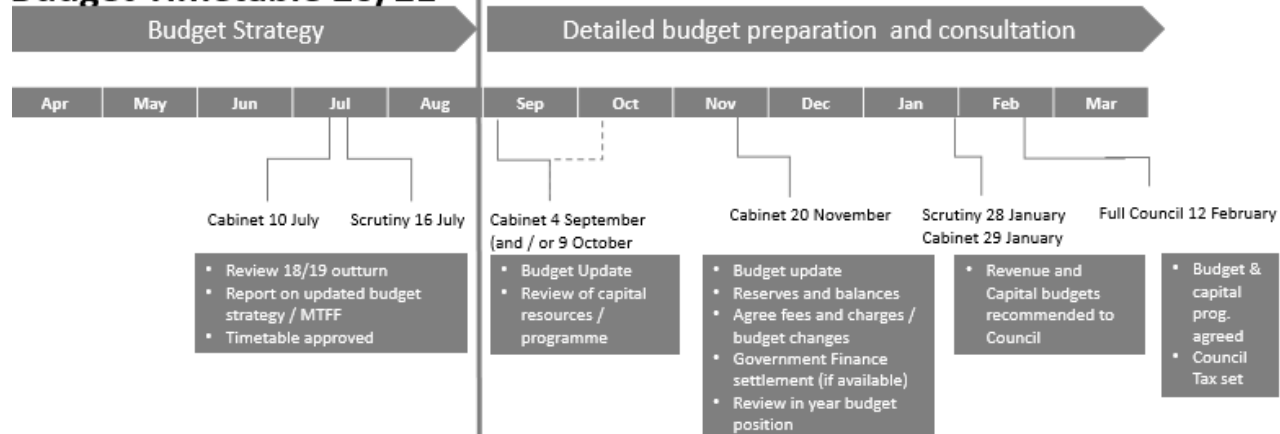
6.4 In support of the Strategic Plan, several priority themes have been identified by Cabinet as set out below:

- **Strengthen our Communities** to reduce isolation and loneliness and to help the physical, mental, economic and social well-being of our residents and safeguarding the vulnerable, with better support and facilities for our young people.
- **Preserve and Protect our Environment** tackling pollution, setting an example in reducing waste, improving recycling and reducing single use plastics, and pressing businesses across the borough to do the same.
- **Conserve and strengthen our natural habitats** around our beautiful borough, helping our community to know, love and use our woods and parks, planting more trees, developing community orchards and a new Colchester Wood.
- **Secure the infrastructure** growing communities need, within a Local Plan that puts people before the developers.
- **Deliver new and quality council and affordable housing**, tackling poor landlords.
- **Celebrate our arts and heritage and exciting future**, highlighting the best, ancient or modern, that Colchester has to offer visitors and residents, promoting Colchester as an inclusive, accessible and welcoming destination.
- **Explore the opportunity for cleaner and better public transport for** Colchester, including community and 'hopper' buses and joined up cycle paths, and to actively encourage cycling and walking.
- **Enhance community safety** with yet more police officers on our streets and more robust action on anti-social behaviour
- **Deliver a new Town Centre Master Plan** to make our town centre more of a destination to visit and to make the most of our public space.
- **Respond to the risks to public health from drugs** and the misuse of and addiction to pain killers and legally available opioids, and alcohol, and encourage NHS, police and community action that will save lives, helping users to keep safe.
- **Get a better deal from the County Council**, work with County to devolve powers and the money back to Colchester, to fix our broken roads and keep our libraries open.
- **Build the prosperity of our borough**, promoting innovation and the IT and creative sectors, supporting our Business Improvement Districts and the University of Essex, and promoting Colchester as a business investment district destination of choice.

## 7 Budget Timetable

7.1 The 2020/21 timetable is set out below.

### Budget Timetable 20/21



## 8 Financial Context

8.1 In order to operate sustainably the Council plans its finances on a long-term basis in the MTFF. The MTFF is rolled forward annually. Set out below are the key drivers of the MTFF and any change in assumptions.

**Table 3 – MTFF Assumptions 2020/21**

	<b>Changed assumptions</b>	
1	MTFF originally assumed negative Revenue Support Grant (RSG) of £446k would apply	Now assumed that negative RSG will not be applied to any local authority
2	Pay inflation continues at 2%, plus allowance for unavoidable contract inflation.	Increased assumption of 3%, adding £100k per year
	<b>Unchanged assumptions</b>	
3	£5 or 3% council tax increase in each successive financial year	No change
4	That 2019/20 is delivered on budget.	No change
5	All existing planned savings fully delivered	No change
6	2018/19 delivered on budget	A £263k underspend was achieved by sound management and taken to balances
7	A reduction in district council funding by £500k steps in each future financial year from 2020/21	No Change
8	New Homes Bonus to continue. £1m is included in the 2019/20 base budget then falling by £200k steps. Any additional NHB will be used for projects supporting the delivery of the Strategic Plan and Alliance Priorities.	No change

9	General Fund balances maintained at a minimum prudent level of £1.9m	No change, though balances currently stand at £2.43m
10	2019/20 business rates assumption of £6.057m including growth of £1.600m above the baseline and £200k pooling gain. (In 2018/19 assumptions were exceeded by £1.033m.)	No change
11	Employer's contribution to the ECC pension fund	No change following 2019 revaluation
12	The budget approach for the HRA will continue to be fully integrated within the General Fund budget process, with the final budget report and rent setting being included within the overall budget and Council Tax decisions.	No change

- 8.2 The overall initial 2020/21 MTFF position on these changed assumptions is set out in the table below. This does not include any new savings or additional pressures for 2020/21 at this stage.
- 8.3 The position on business rates combines several factors. These will not be finalised until later in the budget process, including any government changes as part of the move to increased retention.
- 8.4 Council tax will be finalised later in the budget process, including growth and performance in 2019/20.
- 8.5 It is not expected there will be any increase in employer pension contribution rates. However this will not be finalised by ECC and their actuaries until much later in the budget process.

<b>Table 4 – 2020/21 MTFF Starting Position</b>				
	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Net Budget	20,206	20,275	20,873	21,809
Settlement Funding Assessment (with assumed reduction as Table 3)	(4,257)	(3,800)	(3,343)	(2,886)
NNDR Growth (including pooling gain)	(1,800)	(1,800)	(1,800)	(1,800)
New Homes Bonus	(3,415)	(2,890)	(2,837)	(2,804)
Other Grants	(65)	0	0	0
Council Tax	(12,072)	(12,556)	(13,062)	(13,588)
Reserves / Collection Fund	1,403	1,401	1,401	1,401
<b>Cumulative Gap</b>	<b>0</b>	<b>630</b>	<b>1,232</b>	<b>2,132</b>
<b>Gap at 2019/20 Budget Setting</b>	<b>0</b>	<b>976</b>	<b>1,478</b>	<b>2,278</b>

## 9 Budget Strategy

- 9.1 The MTFF assumptions are prudent without exaggerating the gap. Only in the event of fundamental changes to key drivers will the assumptions be revised.
- 9.2 The resilience of the MTFF will continue to be assessed, drawing on best practice including standard criteria published by the Chartered Institute of Public Finance and Accountancy.
- 9.3 There has been a widespread and effective programme of service reviews in recent years with new working arrangements and management structures in place. To allow these new ways of working to stabilise, a repeat of this process is not considered appropriate to deliver the required savings. Savings and income proposals will therefore be delivered through specific opportunities and business cases.
- 9.4 Some of the key areas of potential opportunity being explored are set out in Table 5 below:

<b>Table 5 – Budget Savings Strategy</b>		
1	Digital services	A better customer offer allowing more flexibility to book services and pay online
2	Commercial approach	To build on previous achievements to maximise the return on commercial assets and generate increased service income
3	Fees and charges.	To ensure fees and charges are set at an appropriate level
4	Procurement	To achieve better value for money and social value outcomes through expert procurement across a range of supplies and services
5	Invest to save	To direct capital resources into infrastructure and facilities that increase service efficiencies
6	Amphora dividend growth	To examine the potential to further increase commercial returns
7	Partnership working.	To continue to increase efficiency by partnership working with other agencies and stakeholders
8	External funding	To draw in external resources to help meet service cost or achieve capital investment

- 9.5 Budget pressures will need to be accommodated by improved value for money and a continuing commercial approach to service delivery.
- 9.6 Any significant corporate pressures or funding changes that impact on the budget will need to be addressed during budget preparation

## **10 Capital Programme**

- 10.1 The Council has an ambitious capital programme that will be further developed to maximise service delivery and investment potential. A revised Capital Strategy will be reported to September Cabinet.
- 10.2 One of the principles of the emerging Capital Strategy will be the use of capital resources to generate income gains and revenue savings. This will reduce revenue budget pressures.
- 10.3 The Revolving Investment Fund is the key mechanism to implement major investments with a focus on delivering key strategic objectives.
- 10.4 Capital proposals will be assessed for their fit to corporate objectives and their long-term affordability within the MTFF.
- 10.5 To progress the redevelopment of the Jacks site, £400k was ringfenced to support the capital costs of this scheme, including archaeological works. The scheme will bring in a rental income of £42k per annum, protect a locally listed historic building and support local jobs. Due to the timing of the need for the additional funding, the Leader of the Council gave approval under Cabinet Procedure Rule 22. This procedure requires that the action taken shall be submitted to this meeting.

## **11 Strategic Plan References**

- 11.1 The 2020/21 budget and the Medium-Term Financial Forecast will be underpinned by the Strategic Plan priorities and will seek to preserve and shift resources where needed to support these priorities.

## **12 Financial implications**

- 12.1 As set out in the report.

## **13 Equality and Diversity Implications**

- 13.1 Consideration will be given to equality and diversity issues in respect of budget changes proposed as part of the budget process. This will be done in line with agreed policies and procedures including production of Equality Impact Assessments where appropriate.

## **14 Risk Management Implications**

- 14.1 As set out in the report

## **15 Consultation**

- 15.1 The budget strategy and timetable ensure that information is available for scrutiny and input from all Members. Detailed information will be available prior to the final budget report being submitted to Cabinet and approval by Council in February 2020. The Leader of the Opposition will have the opportunity to meet with officers to assist with consideration of any alternative budget proposals.

14.4 The normal consultation with business ratepayers and parish councils will take place.

## **15. Other Standard References**

15.1 There are no direct Publicity, Human Rights, Community Safety or Health and Safety implications as a result of this report.

### **Background Papers**

Revenue and Capital Outturn reports to Scrutiny Panel – 11 June 2019



<b>Report of</b>	<b>Assistant Director (Policy and Corporate)</b>	<b>Author</b>	<b>Dan Gascoyne ☎ 282577</b>
<b>Title</b>	<b>Year End 2018 - 2019 Performance Report including progress on Strategic Plan Action Plan</b>		
<b>Wards affected</b>	Not applicable		

## 1. Executive Summary

- 1.1 Cabinet is invited to consider the performance report for the 2018 – 2019 year end. This includes progress of our performance measures and an update on the Strategic Plan Action Plan (SPAP).

## 2. Recommended Decision

- 2.1 Consider the significance of the performance described in the attached reports for the organisation's ability to operate effectively and achieve its strategic goals.

## 3. Reason for Recommended Decision

- 3.1 To confirm the significance of the performance described in the attached reports for the organisation's ability to operate effectively and achieve its strategic goals.

## 4. Alternative Options

- 4.1 No alternative options have been presented to Cabinet.

## **5. Background Information**

- 5.1 The Council has agreed a number of key performance areas which it uses as part of its Performance Management Framework to help monitor progress and improvement. This report provides an update of our indicators and a review of progress against our Strategic Plan Action Plan.
- 5.2 At the end of 2018 – 2019, the overall position was that nine of our measures were achieved (or 'green') and four did not meet the target in full ('red').
- 5.3 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.
- 5.4 The Council has also received a number of awards and accreditations highlighted at the end of Appendix C.

## **6. Equality, Diversity and Human Rights implications**

- 6.1 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.

## **7. Standard References**

- 7.1 There are no particular references to the Strategic Plan; consultation or publicity considerations or financial; community safety; health and safety or risk management implications.

## **7. Strategic Plan References**

- 7.1 There are no particular references to the 2018 – 2021 Strategic Plan.

## **8. Consultation**

- 8.1 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.

## **9. Publicity Considerations**

- 9.1 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 are published on the [Performance and Improvement](#) section of the Council's website.

## **10. Financial implications**

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

## **11. Health, Wellbeing and Community Safety Implications**

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

## **12. Health and Safety Implications**

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

## **13. Risk Management Implications**

- 13.1 We aim to deliver against 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.

## **Appendices**

- A. Strategic Plan Action Plan Year End Report covering 2018 – 2019.
- B. KPI Year End Report covering 2018 – 2019.
- C. Awards and Other Performance News covering 2018 – 2019.

## **Background Papers**

Not applicable.



# Our Colchester

## Strategic Plan Action Plan (SPAP) 2018 – 2021

### Year End Reporting Template

# GROW

#### **Growth – Ensuring all residents benefit from the growth of the borough:**

G1 - Help make sure Colchester is a welcoming place for all residents and visitors.

G2 - Ensure residents benefit from Colchester's economic Growth with skills, jobs and improving infrastructure.

G3 - Promote inward investment to the borough.

G4 - Develop jobs, homes, infrastructure and communities to meet the borough's future needs by creating new Garden Communities.

G5 - Work with partners to create a shared vision for a vibrant town centre.

<b>G1</b>	<b>Help make sure Colchester is a welcoming place for all residents and visitors.</b>	
<b>G1</b>	<b>Action</b>	<b>Achievements</b>
G1	Maintain and promote Colchester's Museums and 2019 Adorn Exhibition.	Across all Colchester and Ipswich museums, visitor numbers for 2018-2019 have increased from the previous year total 275,740 to 283,554. Colchester Castle income has increased by 8% to £542,585. It is anticipated that visitor numbers for 2019-2020 should be increased because of the Adorn

		exhibition, for which multiple loans from the British Museum and other major museums have been secured.
G1	Provision of excellent visitor services and tourism promotion of Colchester.	<p>Along with all the core Visitor Information Services offered, the team have delivered three bespoke marketing campaigns:</p> <p><b>If Our Walls Could Talk</b> – Colchester’s first promotional TV ad produced and aired to a targeted audience on the SKY Adsmart platform and on social media. So far 459,613 has been viewed on Sky, with a further 420,761 views via the Visit Colchester social media feeds and the CBC You Tube channel.</p> <p><b>The Beautiful Borough</b> – promoting the diverse communities, countryside and tourism offer across the whole 134 square miles of the Borough of Colchester. Campaign artwork in a retro modern style based on 1930’s railway posters was produced in house for each of the following areas: Dedham Vale, Tiptree, Wivenhoe, Mersea Island, Colne Valley, Roman River and Colchester itself. Working with Greater Anglia and the ECC, full size posters were put up in stations on the network and the artwork has been used extensively elsewhere to promote the area. The campaign was very well received locally and in response to demand has been reproduced as a retail line on sale in the Visitor Information Centre (VIC).</p> <p><b>Colchester Roman Invasion</b> – campaign centred around Liverpool Street Station including advertising on the ticket barriers for 1 month from mid-March. During this time, it is anticipated that 3.2 million passengers will pass</p>

		<p>through the gates. On 19 March, Roman reenactors ‘invaded’ the station for the day, while the VIC team and partners from Museums, the Roman Circus Centre and Wilkins of Tiptree manned a pop up VIC on the station concourse, providing information and giveaways – impact will be tracked in a number of ways including redemption of vouchers for discounted Castle entry.</p> <p>Volume and Value of Tourism to the Borough of Colchester increased 6% in 2017 (statistics are collated externally and 2018 will be available later in year).</p>
G1	Develop and implement a business plan for Council owned car parks to ensure they provide an adequate provision of spaces in a welcoming environment at a competitive price and remain relevant to the expected growth of the Borough.	A survey as part of the review, encompassed 280 respondents’ views which will feed into the new parking strategy, currently being compiled.
G1	Deliver new and improved Mercury Theatre by September 2020.	Demolition work has been completed and the archaeological investigation is also complete, with some interesting finds uncovered. The “main works” are now underway and on schedule. The theatre “decant plan” is also in place.
<b>G2</b>	<b>Ensure residents benefit from Colchester’s economic Growth with skills, jobs and improving infrastructure.</b>	

G2	Action	Achievements
G2	Deliver the Fixing the Link and North Bridge Conservation Enhancement Area (NBCEA) and other Station Travel Plan projects to encourage more people to walk from the station to the town centre.	<p>Fixing the Link 2 designs have been approved. Plans for NBCEA 'lite' progressing and Conservation Area designation, on track.</p> <p>Work is progressing with Greater Anglia on the Station Travel Plan and work to improve access to Colchester Station for sustainable modes.</p>
G2	Delivery of Colchester Northern Gateway (CNG) project (Turnstone), United Way and Sports (North of A12) to extend Colchester's offer and sense of arrival.	Some permissions for sites have been obtained, with a detailed scheme for Turnstone being worked up. The CNG Sports Hub is already under construction and due to complete in time for April/May 2020. The Northern Gateway South application was submitted in March and is currently under consideration by the planning service.
G2	Support Skills Development across Colchester.	<p>In 2018-2019, ten new apprentices have been recruited to CBC and trained. The apprenticeship levy has been used to support professional development for 5 employees.</p> <p>Ten CBC employees are also studying towards a CMI Level 3 Team Leader/Supervisor qualification also funded through the apprenticeship levy.</p> <p>Delivery of the Heritage Lottery Funded 2018-2022 Skills for the Future programme at the museum service.</p>

		Offering placements to veterans through Project Nova and Walking with the Wounded.
<b>G3</b>	<b>Promote inward investment to the borough.</b>	
<b>G3</b>	<b>Action</b>	<b>Achievements</b>
G3	Ensure there is a supply of employment land and premises to attract new business and allow existing firms to expand and thrive.	<p>Evidence base updates provided to help inform the Examination of the Local Plan to move towards Adoption following recommencement of the Examination later this year.</p> <p>In the monitoring period up to December 2018 there was a potential net gain of 13,345 m<sup>2</sup> of commercial floorspace across the Borough, including development in Haven Road, Colchester. Indicators on Jobs growth based on the latest data illustrates a continued increase in employee jobs year on year.</p>
G3	Produce an updated Economic Strategy for the Borough.	Work is progressing on an Economic Strategy for the Borough. Scoping and Engagement is anticipated for early summer, with a Draft Strategy to follow. Evidence base has been completed.
<b>G4</b>	<b>Develop jobs, homes, infrastructure and communities to meet the borough's future needs by creating new Garden Communities.</b>	

<b>G4</b>	<b>Action</b>	<b>Achievements</b>
G4	Adoption of a new Local Plan and Development Plan Documents for Garden Communities.	Local Plan adoption has been delayed allowing extra work on evidence base to be prepared. Further consultation to take place in Summer 2019 prior to re-opening of the examination.
G4	Progress and develop options to inform future delivery of Rapid Transit.	Work is being undertaken in preparation to meet summer deadline for consultation on updated Local Plan evidence base.
G4	Securing and utilising S106 contributions to fund community infrastructure.	Development Team continues to meet regularly to determine planning obligations. Response sent to national consultation on revisions to S106 system which if progressed, would be beneficial and allow greater collection of contributions from smaller sites.
<b>G5</b>	<b>Work with partners to create a shared vision for a vibrant town centre.</b>	
<b>G5</b>	<b>Action</b>	<b>Achievements</b>
G5	Develop a multi-agency night time economy (NTE) action plan to create a diverse, vibrant and safe town centre at night.	A reported reduction in crime and incidents in relation to businesses contributing to the Night Time Economy is good news.

		<p>The success of Pubwatch and working with the NTE has remained a positive step in ensuring LA, Police, Businesses and Partners work well together to support our vibrant and safe NTE.</p> <p>Introduction of the new Taxi and Private Hire Licence includes compulsory training for Child Sexual Exploitation and Vulnerable persons awareness will better protect drivers and their passengers and nights of action, and random licensing enforcement inspections maintain a visual presence in the NTE.</p>
G5	Progress redevelopment of Vineyard Gate as a new urban quarter to compliment the town centre and provide an attractive mixed-use development which enhances the town wall.	Feasibility work continues. We are working closely with agents to understand market conditions and explore the deliverability of the scheme options. Site assembly has been ongoing and is almost complete.
G5	Improve cleanliness and community safety in the town centre during the day.	<p>Regular focussed patrols with other agencies including Essex Police (Transport) and CBH Outreach. Enforcing legislation under Anti-social crime and policing act 2014.</p> <p>Attendance of weekly Town Centre Action Plan (TCAP) meetings with multiple agencies to share information and develop action plans for individuals and areas concerning Anti-Social Behaviour (ASB).</p>

		<p>Assisting with Essex Police Operation Diss focussing on ASB hotspot areas, as well as involvement with Street Weeks campaigns.</p> <p>Weekly patrols with street ambassadors. Working alongside the Business Improvement District (BID) team on campaigns such as NEAT street <a href="https://www.colchester.gov.uk/neat-street-campaign/">https://www.colchester.gov.uk/neat-street-campaign/</a>.</p>
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### **Responsibility – Encouraging everyone to contribute to making our borough even better:**

R1 - Promote responsible citizenship by encouraging residents to get involved in their communities and to identify solutions to local issues.

R2 - Encourage re-use and recycling to reduce waste to landfill.

R3 - Educate those residents who behave anti-socially about the impact of their behaviour.

R4 - Increase the supply of good quality homes by using legal powers to reduce the number of empty homes and improve standards in the private rented sector.

R5 - Create new routes for walking or cycling and work with partners to make the borough more pedestrian- friendly.

<b>R1</b>	<b>Promote responsible citizenship by encouraging residents to get involved in their communities and to identify solutions to local issues.</b>	
<b>R1</b>	<b>Action</b>	<b>Achievements</b>

R1	Take an Asset Based Community Development Approach – Enable the growth of sustainable resilient communities, building capacity, connections and empowering people to act on things that are important to them.	<p>Working with Asset Based Community Development experts, Nurture Development, to deliver a training program to CBC officers and community stakeholders.</p> <p>Realigning resources in the Community Enabling Team and creating thematic lead officers with the tools and skills to work with and alongside communities.</p> <p>Working in collaboration with the One Colchester Strategic Partnership to map local community assets and resources.</p>
R1	Supporting parish councils to prepare Neighbourhood Plans for their communities.	Referendum on Wivenhoe Neighbourhood Plan took place on 2 May 2019, with a view to Adoption in June/July 2019. West Bergholt and Eight Ash Green Neighbourhood Plans currently under Examination. Potential Referendum during the Summer on both Plans.
<b>R2</b>	<b>Encourage re-use and recycling to reduce waste to landfill.</b>	
<b>R2</b>	<b>Action</b>	<b>Achievements</b>
R2	Continue to promote waste minimisation, reduction and recycling to our residents.	Over 450 locations across the borough are receiving weekly plastics collections for flats. Work continues with management companies to implement this initiative in their properties.

		<p>Benchmarking through LG Inform has shown us as the best performing local authority in the East of England, with regards to the amount of residual waste produced per household.</p> <p>CBC is currently in the top quartile for the percentage of household waste sent for reuse, recycling and composting when compared to all other local authorities in the East of England.</p>
<b>R3</b>	<b>Educate those residents who behave anti-socially about the impact of their behaviour.</b>	
<b>R3</b>	<b>Action</b>	<b>Achievements</b>
R3	Multi-Partnership approach to understanding and tackling local priorities linked to anti-social behaviour.	<p>Robust enforcement through use of Town Centre Action Plan and working with partners to reduce begging and street drinking in Town Centre.</p> <p>Street Weeks initiatives delivered to 3 locations to tackle issues identified by local communities and encourage and enable residents to become involved and identify solutions.</p> <p>Leadership of Safety Advisory Group, to ensure all large events in the Town Centre are appropriately risk assessed and public safety is maintained.</p> <p>Public scrutiny of Safer Colchester Partnership (SCP) undertaken at Crime and Disorder Committee on 26 February 2019.</p> <p>SCP Annual Partnership Plan produced for period April 2018 – March 2019 (following partnership consultation and Strategic Assessment of Crime). Key</p>

		priorities to protect vulnerable people and raise awareness of hidden harms, address gangs and county lines, reduce incidents of violent and sexual crime, including weapons and tackle incidents of high harm, repeat Anti-Social Behaviour (ASB) and hate crime.
R3	Deliver an appropriate enforcement approach across the borough.	<p>A week of Enforcement of the Public Space Protection Orders (PSPO) and Bylaws took place in the Town Centre from 15-19 October 2018, with 58 Fixed Penalty Notices (FPN's) being given out.</p> <p>Night Time Enforcement of the PSPO &amp; Bylaws took place in the Town Centre overnight between October 2018 and March 2019, with 541 FPN's being given out.</p> <p>Patrols in all wards continue with a total (in above) number of FPN's being issued in 2018-2019 as follows:</p> <p>Littering 394, PSPO Breach 111, Dog Fouling 4, Abandoned Vehicles 1, Fly tipping 174.</p>
<b>R4</b>	<b>Increase the supply of good quality homes by using legal powers to reduce the number of empty homes and improve standards in the private rented sector.</b>	
<b>R4</b>	<b>Action</b>	<b>Achievements</b>
R4	Maximise the opportunities available through Eco-flex and Warm Homes funding to improve energy efficiency of	The Energy Company Obligation (ECO) requires energy companies to help improve the energy efficiency of domestic homes by discounting the cost of improvement works. Councils can make declarations determining that

	homes in Colchester, out lined in the Home Energy Conservation Act (HECA) Report.	<p>certain households meet the eligibility criteria, with CBC signing off 29 declarations this year. Most cases involve a mix of loft and cavity wall insulation.</p> <p>Targeted promotion campaign undertaken in October-November by Arran Services our specialist contractor partner. A further 40 households have been identified as living in fuel poverty and referred to Arran Service because of Winter Resilience campaign.</p> <p>Works completed in 36 premises as a result of action taken by the Private Sector Housing Team, to remove hazards from cold homes where left unaddressed would likely have resulted in residents seeking medical attention.</p>
<b>R5</b>	<b>Create new routes for walking or cycling and work with partners to make the borough more pedestrian- friendly.</b>	
<b>R5</b>	<b>Action</b>	<b>Achievements</b>
R5	Maximise all opportunities, including funding through planning contributions, to deliver enhanced cycling and walking routes and infrastructure.	<p>Colchester Orbital included as an allocation in the emerging Local Plan with commitment to link to new development wherever possible.</p> <p>Development Team and the Sustainable Transport Team, including the Colchester Travel Plan Club, continue to deliver solutions that promote</p>

		sustainable transport solutions through major development proposals and S106 contributions.
R5	Work with partners to promote sustainable travel behaviour change, healthier lifestyles and reduce car dependency.	<p>Ongoing work with partners to promote sustainable travel, including businesses in North Colchester, and ensure that Travel Plans are robust. New Colchester Travel Plan Club members including Cygnet Hospital, The Oaks Hospital and Colchester Borough Homes. Working with new members to roll out travel plan, carry out surveys and offer public transport discounts.</p> <p>Increased engagement with Colchester Institute with focus on student travel.</p> <p>Support provided to Colchester Hospital to help staff explore alternative modes as new parking management system being rolled out.</p>

### **Opportunity – Promoting and improving Colchester and its environment:**

O1 – Promote Colchester’s heritage and visitor attractions to increase visitor numbers and to support job creation.

O2 – Encourage green technologies through initiatives such as SMART Cities.

O3 – Help business to flourish by supporting infrastructure for start-up businesses and facilitating a Business Improvement District.

O4 – Ensure a good supply of land available for new homes through our Local Plan.

O5 – Promote initiatives to help residents live healthier lives.

<b>O1</b>	<b>Promote Colchester’s heritage and visitor attractions to increase visitor numbers and to support job creation.</b>	
<b>O1</b>	<b>Action</b>	<b>Achievements</b>

O1	Deliver 'Heritage Explorer' trails for walkers and cyclists across the Borough.	A popular booklet <i>Colchester Heritage Trail</i> , (a walking trail linking 30 heritage attractions in the town centre) produced by local historians Patrick Denney and Brian Light, has been digitised (the booklet was previously available only in hard copy) and permission has been granted by the authors to make this free to download on the Colchester Heritage Explorer website ( <a href="https://colchesterheritage.co.uk/">https://colchesterheritage.co.uk/</a> ). The digital booklet will be uploaded to the website along with information about, and links to, other heritage-related trails in the Borough, once the upgrade to the Historic Buildings, Sites and Monuments Record (HBSMR) website framework has been completed by Exegesis.
O1	Maximise the opportunities of our Council owned heritage attractions to increase visitor and revenue numbers.	<p>Increases in admissions income at the Castle are being complemented by new initiatives such as 'Knightzzz at the Museum' and other sleepover activities. Improvements to shop displays and ranges in the Castle and Natural History Museum have led to year on year increases of retail income further complemented by growing take-up of tours and interactive tablets. Events from 2019 will focus on audience development as well as income generation. The exhibition 'Adorn' at the castle is anticipated to attract an additional 10,000 visitors.</p> <p>The Museums service is exploring the potential for developments at the Natural History Museum and Gosbecks Archaeological Park to encourage greater footfall and improved visitor experience.</p>

<b>O2</b>	<b>Encourage green technologies through initiatives such as SMART Cities.</b>	
<b>O2</b>	<b>Action</b>	<b>Achievements</b>
O2	Introduce electric vehicle charging points across the borough and encourage and enable electric vehicle use.	Power supply is being installed to new point at Priory Street. A charge point will be installed when the power supply is completed.
<b>O3</b>	<b>Help business to flourish by supporting infrastructure for start-up businesses and facilitating a Business Improvement District.</b>	
<b>O3</b>	<b>Action</b>	<b>Achievements</b>
O3	Manage, Promote and maximise the opportunity of our Charter Market and Street Trading.	<p>Achievements thus far are as follows:</p> <ul style="list-style-type: none"> <li>• Five traders won Golden Oyster awards at the food &amp; drink festival</li> <li>• 3rd year Chilli Challenge with continuing success</li> <li>• Christmas Market was attended by 10,000 people with 650,000 Facebook interactions</li> <li>• 2nd year running panto horse event</li> <li>• Love your Market - National Association of British Market Authorities (NABMA) National campaign, Colchester Market was in the top ten most tweeted Market out of 12,000 Market which took part</li> </ul>

O3	Develop a vision for Colchester High Street and explore objectives and options to achieve this vision.	<p>The March 2019 Policy and Public Initiatives Panel (PIIP) received a report on the Government's 'Future High Streets' programme, and an Expression of Interest to this programme was endorsed by the Council's Portfolio Holder for Business and Culture and submitted to Ministry of Housing, Communities and Local Government in late March 2019. PIIP have previously considered the High Street and its potential pedestrianisation, so the opportunity was taken to develop a broader town centre vision identifying the key challenges our town centre faces, and the steps the Council and its partners would like to take to address these.</p> <p>At the centre of this Expression of Interest is a vision statement for the High Street and wider Town Centre, which was developed and endorsed by key interests in the town centre including community groups, ward members, our key partners notably 'Our Colchester' (the Business Improvement District), key businesses and organisations including Colchester Institute, the University of Essex, Essex County Council and South East Local Enterprise Partnership.</p> <p>Officers will undertake further work needed to develop the Vision further within the wider context of the Borough and the Region. Following this further engagement will be undertaken with stakeholders including the key groups who use the town centre, noting in particular the importance of young people to the town's economic health.</p>
O3	Deliver new "Grow on space" (place for smaller start-up businesses to move on to as they establish) linked to the	Awaiting outcome of funding bid (now expected June). Other solutions being explored as alternatives.

	Creative Business, at the former Queen Street Bus Station.	
<b>O4</b>	<b>Ensure a good supply of land available for new homes through our Local Plan.</b>	
<b>O4</b>	<b>Action</b>	<b>Achievements</b>
O4	Ensure the Council has an adequate supply of land available to meet housing needs within the Borough.	<p>Annual Monitoring Report published in December incorporating supply and delivery position at 1 April 2018.</p> <p>Revised housing supply paper published April 2019 to reflect changes to national policy.</p>
<b>O5</b>	<b>Promote initiatives to help residents live healthier lives.</b>	
<b>O5</b>	<b>Action</b>	<b>Achievements</b>
O5	Support projects and initiatives which aim to reduce pollution levels and therefore have a positive impact on the boroughs air quality.	<p>To support National Clean Air Day on Thursday 21 June 2018 the Council introduced a <a href="#">No Motor Vehicle Idling Policy for the users of CBC vehicles, CBC staff using their own vehicles for business travel and motor vehicles visiting Council offices.</a></p> <p>The Council and Colchester Travel Plan Club were successful in a grant application to DEFRA and have been awarded nearly £250,000 from the</p>

		<p>Government to support a scheme to improve air quality in key areas across the borough.</p> <p>In 2019 the Department for Transport made additional grant funding available for the retrofitting of buses. (Retrofitting reduces the buses tailpipe emissions by 95%). In partnership with Essex County Council, further funding was awarded and 12 additional buses serving Colchester Town Centre will be retrofitted. A total of 38 buses will now be retrofitted through grant finance.</p>
O5	Promote the Livewell campaign – Utilise opportunities to provide communities, families and individuals with information and signposting about all that is on offer to improve health and wellbeing in the borough.	<p>Worked with Communications &amp; Marketing Team to utilise Livewell brand across Council Services.</p> <p>Increased online traffic to the Essex Livewell website - In March 2019, 3 of the 5 top engagement tweets on Livewell were about events or positive news in Colchester. In it's first year (2018), Colchester had the second highest number of unique visitors to Livewell (1,337) behind only Braintree where the campaign has been running since 2014.</p>
O5	Implement improvements to internal processes and report templates to embed considerations (and data) about health and wellbeing into decision making.	<p>To ensure the Council does all it reasonably can to promote improved health and wellbeing a 'health in all policies' approach has been adopted. All decisions and equality impact assessments now require consideration of the positive wellbeing benefits to our residents, whilst also reducing, removing or minimising any unintended consequences to wellbeing that may arise from decisions made, or the delivery of Services.</p>

## **Wellbeing – Making Colchester an even better place to live and supporting those who need most help:**

W1 - Encourage belonging, involvement and responsibility in all the borough's communities.

W2 - Work with Essex Police and partners in the Safer Colchester Partnership to make Colchester an even safer place.

W3 - Create new social housing by building Council homes and supporting Registered Providers.

W4 - Target support to the most disadvantaged residents and communities.

W5 - Help residents adopt healthier lifestyles by enabling the provision of excellent leisure facilities and beautiful green spaces.

<b>W1</b>	<b>Encourage belonging, involvement and responsibility in all the borough's communities.</b>	
<b>W1</b>	<b>Action</b>	<b>Achievements</b>
W1	Work with partners to develop insight and research to support the North Essex Alliance to improve health outcomes for Colchester.	An extensive research brief and proposal has been prepared and liaison with partners is underway to scope the best methods for delivery across the borough (including the relevant partners in each stage).
<b>W2</b>	<b>Work with Essex Police and partners in the Safer Colchester Partnership to make Colchester an even safer place.</b>	
<b>W2</b>	<b>Action</b>	<b>Achievements</b>

W2	Active participation in Safer Colchester Partnerships priorities and outcomes.	<p>Annual Partnership Plan produced for the period April 2018 – March 2019 (following partnership consultation and Strategic Assessment of Crime). Key priorities to protect vulnerable people/raise awareness of hidden harms, address gangs and county lines, reduce incidents of violent and sexual crime, including weapons and tackle incidents of high harm repeat Anti-Social Behaviour (ASB) and hate crime.</p> <p>Several initiatives delivered – highlights include training around gangs/county lines/cuckooing and mate crime, modern slavery conference, Virtual Crew Pilot, Gangsline Project (schools work, young person support and professionals training), Colchester United Knife Crime Initiative and Young Colchester Project. Startwell funded detached youth work and the University funded Internship to support a multi-agency project (CBC led between CBC, Police, University and Essex Youth Services).</p> <p>Town Centre Action Plan (TCAP) (package of enforcement, support, awareness and education) implemented July 2018, followed by Team 10 in January 2019 to tackle issues of street begging and drinking in Town Centre. Weekly partner meetings take place to discuss (and action plan) persistent offenders and hotspots.</p> <p>3 Street Weeks events delivered (Highwoods, St Michaels/Garrison and Greenstead/Hythe).</p>
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		<p>12 Local Community Meeting (LCM) meetings delivered. A review of LCMs to take place April 2019.</p> <p>Leadership of Safety Advisory Group to ensure all large events in the Town Centre are appropriately risk assessed and public safety is maintained.</p>
W2	Maintain Licensing Enforcement Group (LEG) with partners using multi agency tasking to tackle problem premises, promote good practice and tackle early identification of hidden harms within the day and night time economy.	Since forming the Licensing Enforcement Group (LEG) with all responsible authorities, acting as a team the businesses that have caused the issues mentioned have been reduced from 25 to approx. 5 premises that required intervention. The LEG has enabled the teams to proactively work with businesses to improve where necessary both the night time economy (NTE) and the working relationship to ensure that where there were issues or events they are resolved before problems occur.
<b>W3</b>	<b>Create new social housing by building Council homes and supporting Registered Providers.</b>	
<b>W3</b>	<b>Action</b>	<b>Achievements</b>
W3	Secure new affordable homes that are owned by the Council, from the 4 mixed-tenure housing developments being undertaken by Colchester Amphora Homes Ltd (CAHL)	Cabinet approvals obtained, legal agreements drafted and being progressed. First planning application submitted by CAHL and under consideration. Another pre-application enquiry has also been submitted. Design work continues.

W3	Work with registered providers and private developers to deliver new affordable housing.	<p>During 2018-2019, a total of 125 new affordable homes have been delivered. This means we are on target to deliver 360 affordable homes by the end of this Strategic Plan.</p> <p>The Council have paid £224,703 of a total grant of £449,406 to Winnocks and Kendalls Almshouse Charity as their scheme to build 9 additional affordable homes has started on site. The Council also gave a grant of £450,000 to Haig Housing for 7 additional affordable homes for ex-service personnel which were purchased in 2018-2019.</p>
W3	Use our own land and resources to deliver new affordable council homes through the use of under-used garage sites.	Feasibility work has progressed well, with design work commencing on 2 sites. Further work is ongoing to explore 2 other sites further.
W3	Implement a pilot scheme to use “Airspace”, creating an additional storey on existing housing blocks to deliver 32 new affordable council homes by 2021.	Some sites have been identified and assessed, discussions are now taking place around procurement procedures, further exploration and feasibility, as well as consultation.
W3	Use our own land and resources to deliver an improved sheltered accommodation scheme.	Plans are being made to initiate consultation with residents from June 2019 onwards.

<b>W4</b>	<b>Target support to the most disadvantaged residents and communities.</b>	
<b>W4</b>	<b>Action</b>	<b>Achievements</b>
W4	Work with partners to coordinate and enable the delivery of projects, interventions and activity focused on supporting families, children and young people in Colchester to get the best start in life.	<p>The 'startwell' programme has seen the Council invest £165k to date (in addition to attracting a further £205k in match funding) in a range of projects that enable young people and families in Colchester.</p> <p>Projects include:</p> <p>Working with Social Enterprise, Catch 22, to support and build resilience into families who are in 'housing crisis' and at risk of losing their tenancy or living in temporary accommodation.</p> <p>Upskilling Young people with early signs of mental health issues and supporting them to take steps to improve wellbeing.</p> <p>Resourcing detached youth work in areas identified as being subject to anti-social behaviour.</p>
W4	Customer insight and statistics. Target support and access for customers appropriately, using research.	The research and engagement team work corporately to support our services in gathering customer insight and running consultations that help shape service delivery and planning. Over this year, this has included the following:

		<ul style="list-style-type: none"> <li>• Analysis of health and wellbeing indicators for Colchester- Informing strategic work of the Alliance with our partners</li> <li>• Mosaic profiling of Museums visitors and passholders - informing targeted events and funding reports</li> <li>• Mapping current and potential customers for Helpline- informing business planning for the service</li> <li>• Boxted community profile- to inform community facilities work</li> <li>• Stanway community profile- to help target new community facility</li> <li>• Old Heath recreation ground profile- to inform future planning and development</li> </ul>
W4	Prevent households from experiencing homelessness and tackle rough sleeping.	<p>The way CBH provide advice and assistance to households has fundamentally changed since the introduction of the Homelessness Reduction Act. During 2018-2019 homelessness was prevented for 186 households, and 90 homeless households were assisted to secure alternative accommodation under the relief duty.</p> <p>The Rough Sleeper Co-ordinator worked with 28 clients from 1 April until the 30 September. CBC secured additional government funding in October which enabled the employment of two additional outreach workers. From October until the end of March the increased team were able to work with more clients, and during this period worked with 49 clients who have been</p>

		provided with support/advice/assistance to help them move off of the streets. 16 rough sleepers have been housed during 2018-2019.
W4	Work with partner and community organisations to advance equality of opportunity and access to services for, vulnerable groups.	<p>We continue to use our robust processes in all equality impact assessments. An annual Equality and Safeguarding Report to Governance Committee in November 2018 sets out a full account of activities and progress.</p> <p>The Diversity Steering Group includes representatives from all service areas. The aim of the group is to provide an active forum for the discussion of and involvement in corporate equality and diversity issues, that affect both the Council workforce and the borough population.</p> <p>CBC is an active member of Essex Equality Network meetings and the Essex Faith Forum.</p>
W4	Work with partner and community organisations to help safeguard vulnerable people.	<p>An annual Equality &amp; Safeguarding Report to Governance Committee in November 2018 set out a full account of activities and progress for Safeguarding.</p> <p>Designated Safeguarding Officers (DSOs) have undergone a review and many new DSO's volunteered. DSO's (including a few CBH Officers) were provided with level 3 Safeguarding Awareness training in March 2019.</p>

		<p>Further training in ‘specialist’ areas to be continued throughout the year (i.e. suicide prevention, hate crime, referral procedures).</p> <p>Closer links with Essex Safeguarding Adults Board (ESAB) and Essex Safeguarding Children Board (ESCB) formed via participation in City, Borough Safeguarding (CDB SG) Leads and ESAB Leads meetings.</p> <p>Continued support for Domestic Homicide Review (DHR) and Serious Case Review (SCR).</p> <p>Close working with CBC Licensing Team to enhance safeguarding procedures for Taxis.</p>		
W5	Help residents adopt healthier lifestyles by enabling the provision of excellent leisure facilities and beautiful green spaces.			
W5	Action	Measurement of success	Achievements	Lead Officer
W5	Work together with system partners to achieve challenging targets in a small number of key areas that will have a significant impact on major health conditions.	Secured £145k from North East Essex Clinical Commissioning Group to plan and deliver a new approach to support people with a mental health diagnoses to livewell at home and reduce pressures on acute health services.		

		<p>Successfully awarded £90k from North East Essex Clinical Commissioning Group to deliver 'Wild Wellbeing' a project aimed at connecting children &amp; young people with outdoor activities to improve wellbeing.</p> <p>Essex Local Delivery Pilot (see below).</p> <p>Making Every Contact Count (MECC) online training is available on mylearning and promoted to new staff at induction training by HR. A Systemwide package will be developed over the next year.</p>
W5	Work with Sport England, System partners and the community to deliver the Essex Local Delivery Pilot (ELDP).	<p>In December Sport England confirmed an additional lottery award of £9.84m to fund the Essex Local Delivery Pilot (LDP) to tackle physical inactivity across the County. The award is an extension of the initial grant of £845,000 made earlier in the year.</p> <p>Colchester is one of three Boroughs who will be the main recipients of funds to increase levels of physical activity, particularly in vulnerable individuals and families.</p> <p>New community coordinator role started in November (hosted by CBC) to build new relationships with local stakeholders and individuals in communities to understand the barriers that exist to being active. The role will support capacity building and work with Individual's and groups to coproduce solutions.</p>

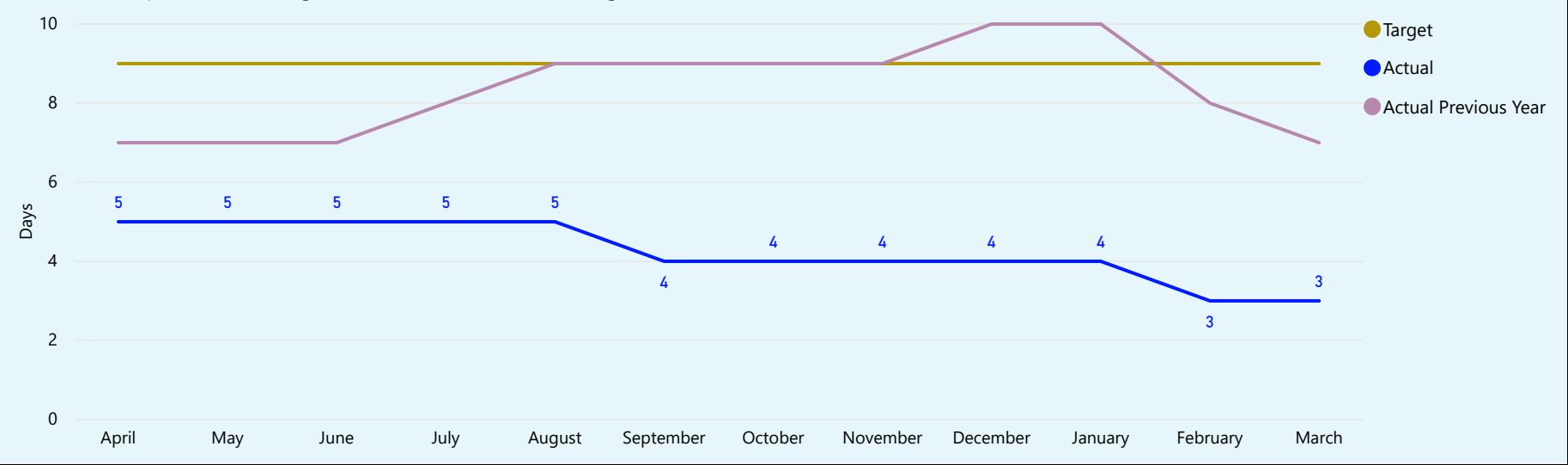
W5	Protect, enhance and deliver a comprehensive green infrastructure network, including the Colchester Orbital, and seek opportunities from future developments to improve connectivity to the network.	<p>Continue to secure contributions through section 106 agreements where appropriate. During the monitoring period 2017-2018 - £402,453.00 (including offsite provision contributions).</p> <p>Colchester Orbital Project is progressing with initial phase of work to enhance the mapping underway and also raising awareness of the route / branding the project and identifying opportunities to reduce and remove barriers. Project groups working with key community stakeholders to take this forward. Funding supporting this initial work includes contributions for the Council Priorities (£20 000).</p>
W5	<p><b>Dementia Friendly Activities at Leisure World Colchester</b></p> <p>Deliver a range of activities for people living with dementia and their carers Activities include: Fitness Pool swimming available under the guidance of qualified teachers, table tennis, badminton and “Song &amp; Memories” sessions.</p>	<p>With the initial success of April-September 2018 programme the scheme was extended up to April 2019.</p> <p>An increase of 162% has been achieved since the scheme’s launch in 2018.</p> <p>User group feedback has been overwhelmingly positive as key social &amp; accessibility barriers have been addressed.</p>
W5	<b>Diabetes Support Programme at Leisure World Colchester</b>	We have documented strong blood sugar and weight loss achievements.

	<p>Working in partnership with the National Diabetes Prevention Programme and GP Surgeries to deliver a 12-week programme aimed at those who have been diagnosed with diabetes or pre-diabetic health conditions. Develop knowledge of Diabetes and its treatment Build awareness and motivation to exercise. Physical activity sessions &amp; nutrition support. Max 16 people per programme.</p>	<p>We now have tangible data for all attendees showing very significant improvements of their wellbeing – ranging from one to two and-a-half stone weight loss in addition to wider health benefits e.g. improvements to their diabetes symptoms including adopting wider lifestyle changes.</p>
W5	<p>Develop a Colchester Parks and Green Space Strategy – linking healthier lifestyles, community volunteering, green spaces and new funding streams.</p>	<p>Continued work at Allotments sites across the Borough, with only 3% of total plots currently vacant.</p> <p>Online allotment selection system currently being developed.</p> <p>Following Co-production sessions with the local community, a Nature and History walk in the Bourne Valley app will launch in May 2019.</p> <p>Conservation works took place in April 2019 at Ghost Wood which resulted in the creation of a seating area for Forest School activities.</p>

		<p>Several Play areas across the borough have received new play equipment and surfaces. Bergholt Road Bradfield Drive with Fiddler Foley Play undertaking a full refurbishment.</p> <p>Mile End has had a new Adult Gym equipment installed.</p> <p>The borough has adopted new Play Areas at Parade Square and Captain Gardens.</p> <p>Castle Park's new Putt in the Park new pavilion is due to be completion at the end April 2019, ready for the new attractions opening in summer 2019</p> <p>Further Improvements to Castle Park currently taking place include the bespoke Changing places toilet to meet the needs of all people with disabilities by providing specialist equipment in a safe and clean environment completion early May 2019.</p> <p>The Café in the Park Public toilets provision will be completed at end of May 2019.</p> <p>Along with refurbishment to the toilet provision in Lower Castle Park completed June 2019.</p>
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**Corporate Key Performance Indicators**  
**Year End Report**  
**April 2018 - March 2019**

K1B1 Time to process Housing Benefit new claims and changes - GREEN



Target	Actual	Actual Previous Year
9	3	7

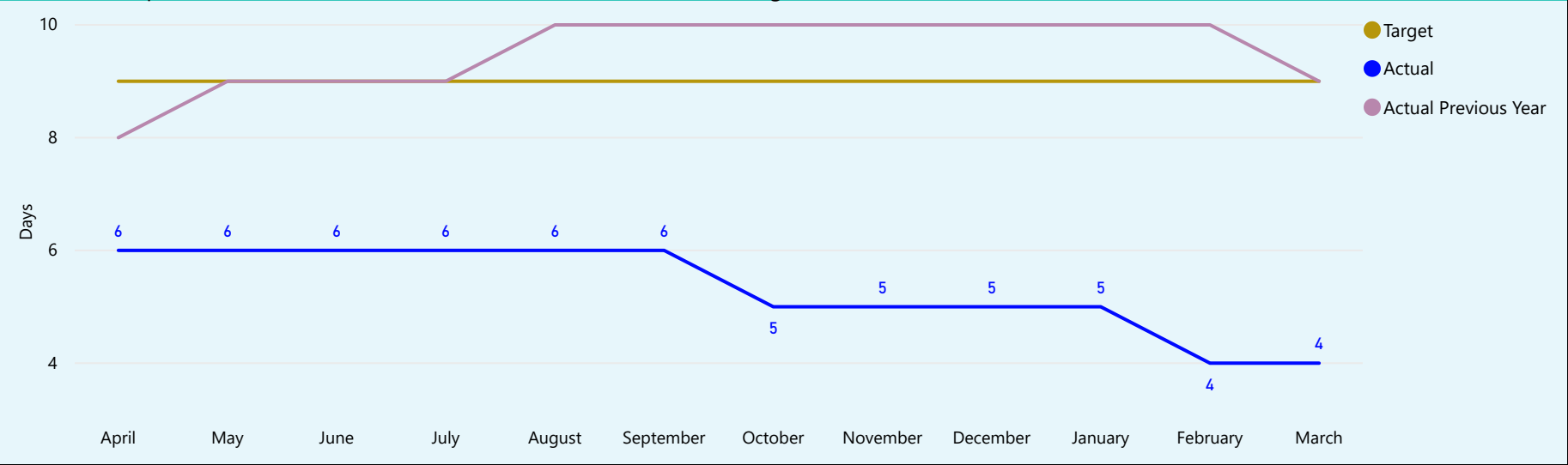
Supporting Narrative

Customer Futures 2 gave us an opportunity to re-design our service delivery, work smarter and embrace a positive performance culture.

We have a caring, driven and high performing team that are proud to have 'distributed eligible benefit quickly' -They understand how important this is to residents.

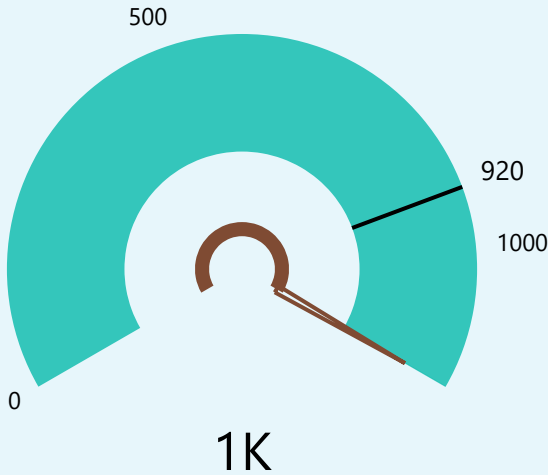
The targets have been exceeded and the team have delivered remarkable results.

K1B1 Time to process Local Council Tax Scheme (LCTS) new claims and changes - GREEN



Target	Actual	Actual Previous Year
9	4	9

K1H1 Additional Homes Provided - GREEN



Actual towards Target and RAG Status

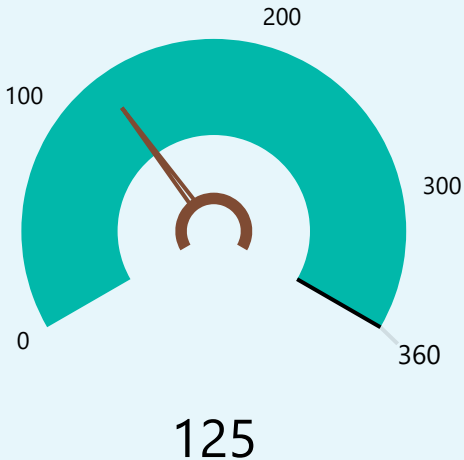
1165✓  
Goal: 920

Target	Actual	Financial Quarter
920	1165	4

Supporting Narrative

Delivery is above the target in the Local Plan and the target derived using the Standard Methodology. Annual position statement published.

K1H2 Affordable Homes Delivered over Three Years - GREEN



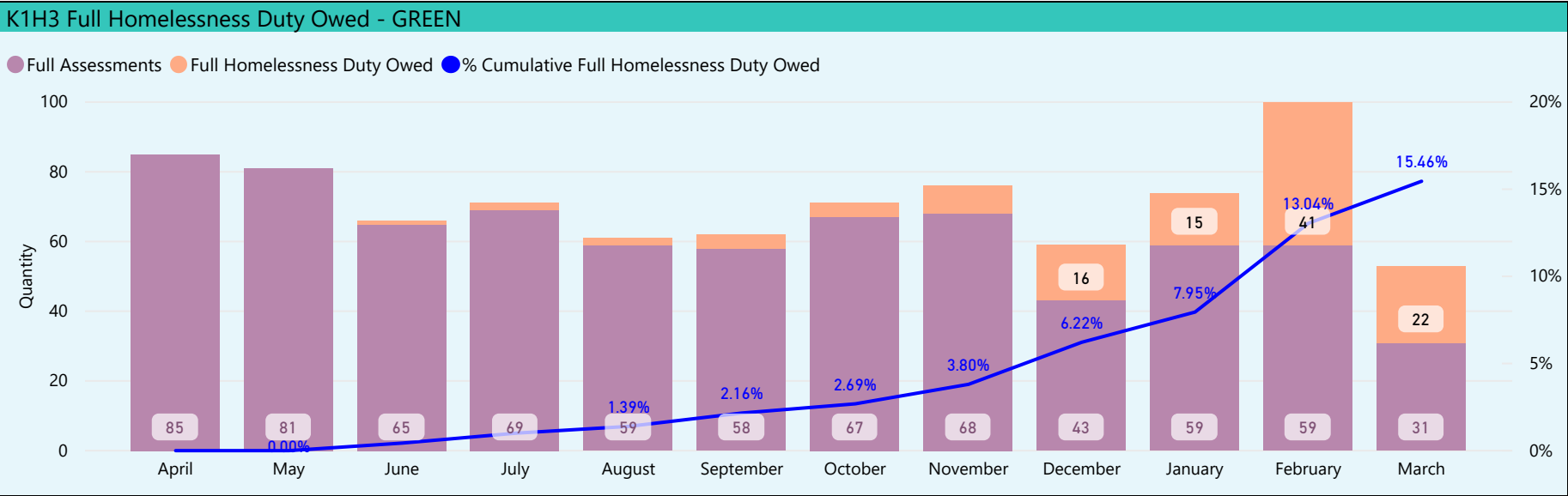
Actual against Target and RAG Status

125✓  
Goal: 120

Target	Actual	Financial Quarter
120	125	4

Supporting Narrative

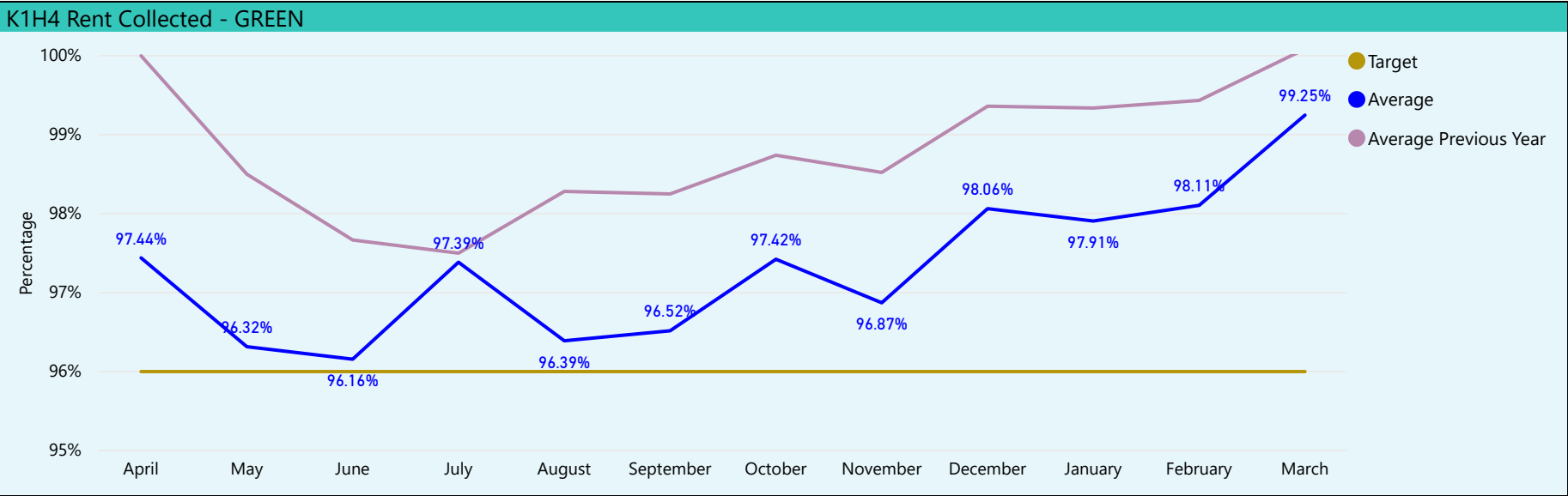
The 125 new affordable homes delivered in 2018-2019 represents 35% of the three-year target and means that we are on track to achieve the total of 360 homes. This is excellent news for households in housing need in Colchester.



### Supporting Narrative

The figures captured for this financial year reflect the new Homelessness Reduction Act. During the year of the 744 full assessments completed under the Act, 115 were accepted as homeless, which is reflected by the percentage figure. This is a 37% reduction from the previous year. The housing options team at Colchester Borough Homes continue to focus on prevention and relief of homelessness.

K1H3 Target	% Cumulative Full Homelessness Duty Owed
20.00%	15.46%

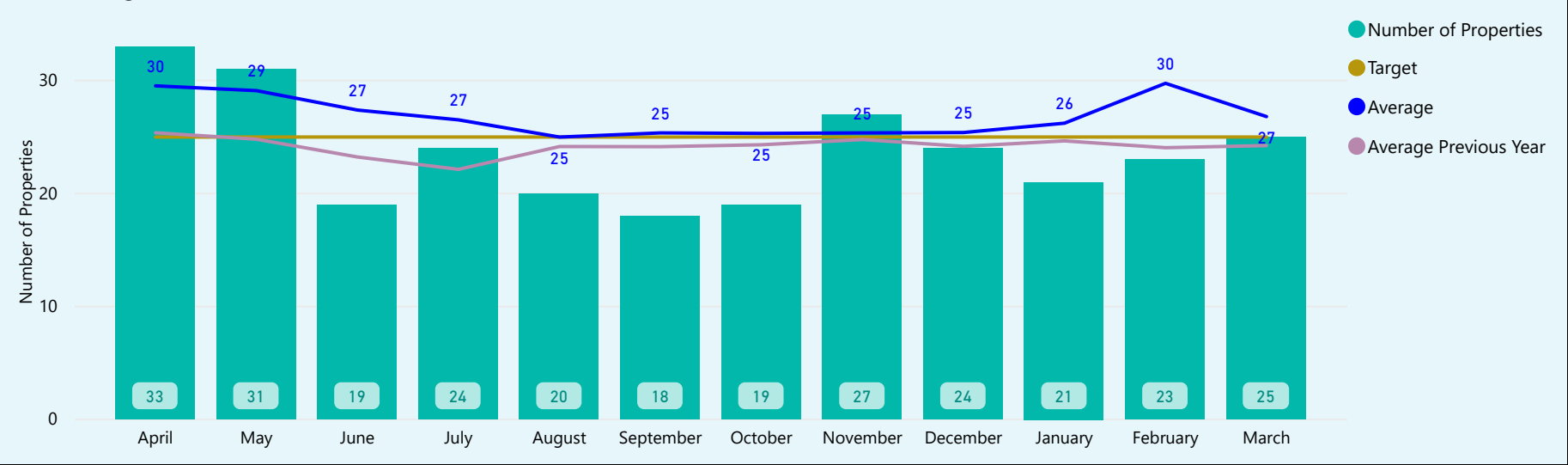


### Supporting Narrative

Rent collection levels continue to remain high and above target.

Target	Average	Average Previous Year
96.00%	99.25%	100.09%

K1H5 Average time to re-let Council Homes - RED



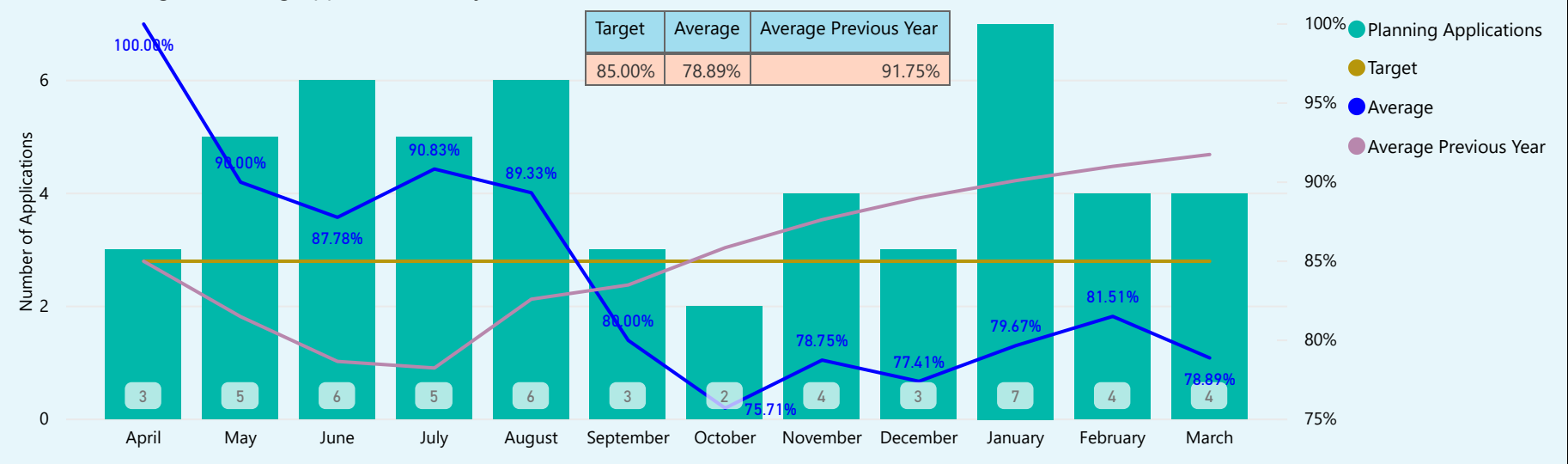
Supporting Narrative

The void and letting process is managed by Colchester Borough Homes with work on void properties carried out by their in house workforce and external contractors. The number of voids per annum continues to decline with more properties requiring capital works. During this year there were 283 void properties however, the turn around time has fallen outside of the target.

The Council have appointed a new contractor to deliver works to empty properties. The contract is mobilising resources and we anticipate improvement to the re let times as the contract develops to an agreed action plan.

Target	Average	Average Previous Year	Number of Properties
25	26.81	24.24	25

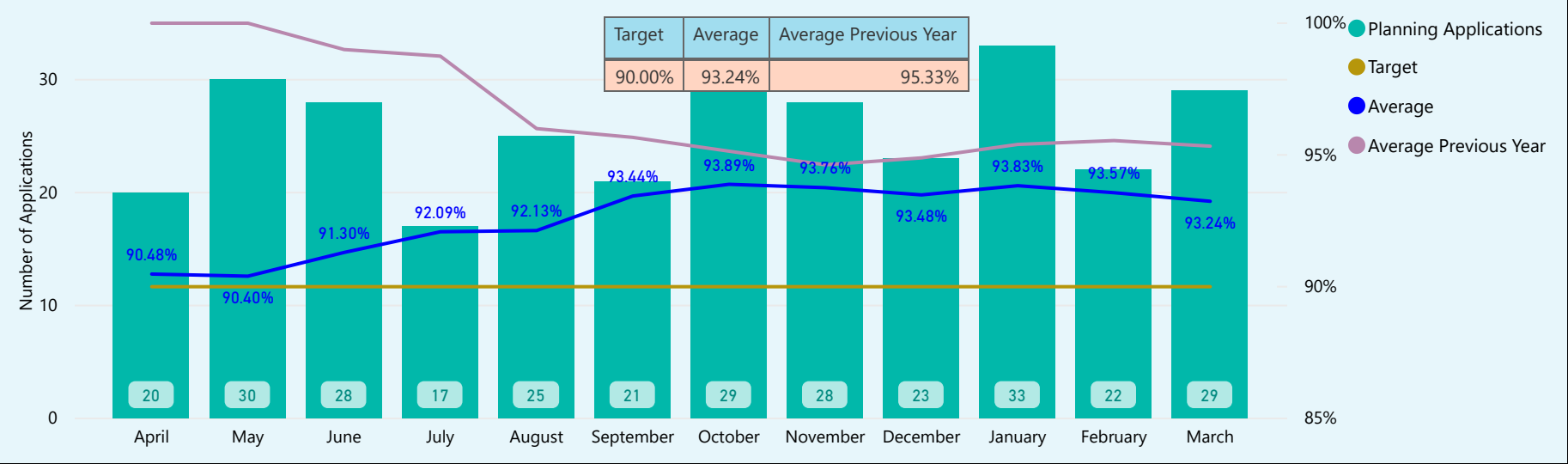
K1P1 Processing of Planning Applications - Majors - RED



Supporting Narrative

There were 52 major applications determined this year in a period when the service was depleted by the loss of several members of experienced staff. Performance was slightly under target due to appeals against non-determination and the need to refer applications to the Secretary of State. The resultant delays were unavoidable on our part. In addition, this type of application tend to be complex, require lots of negotiation and need a committee referral. Due to the lower number of major decisions, each individual application has a larger impact on the achievement of the target. Just one further application determined within the timescales could have seen the target achieved.

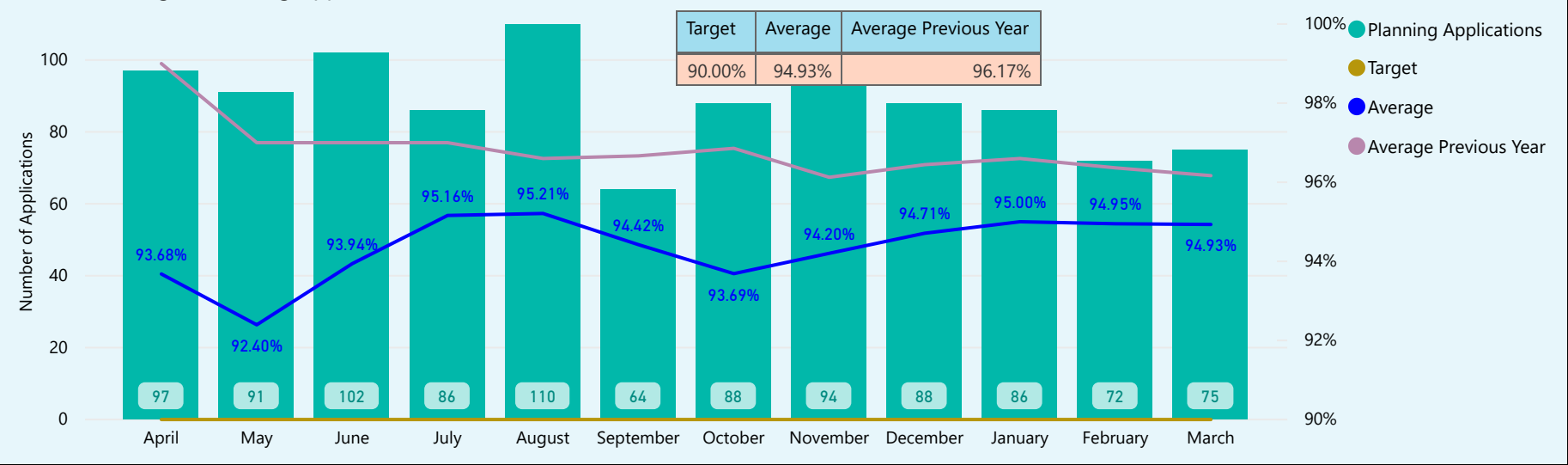
K1P1 Processing of Planning Applications - Minors - GREEN



Supporting Narrative

The team achieved a consistently high level of decision making for the minor applications, despite the loss of staff. There were 305 minors decided within the year, in a category that includes applications for up to 10 new dwellings, commercial development of up to 1,00 square metres of floorspace, or sites with areas of up to 1 hectare.

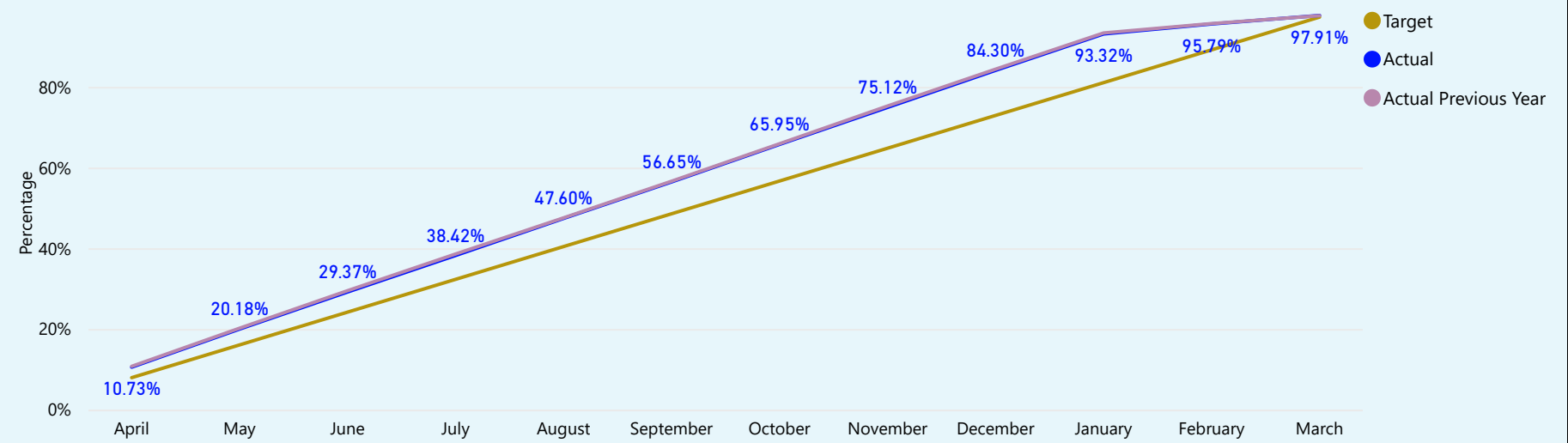
K1P1 Processing of Planning Applications - Others - GREEN



Supporting Narrative

The team achieved a consistently high level of decision making for “other” planning applications, which is a category that includes householder extensions, changes of use, adverts and lawful development certificates. This category saw the highest number of applications and forms the bulk of planning work, with over 1,000 decisions made in this category.

K1R1 Council Tax Collected - GREEN

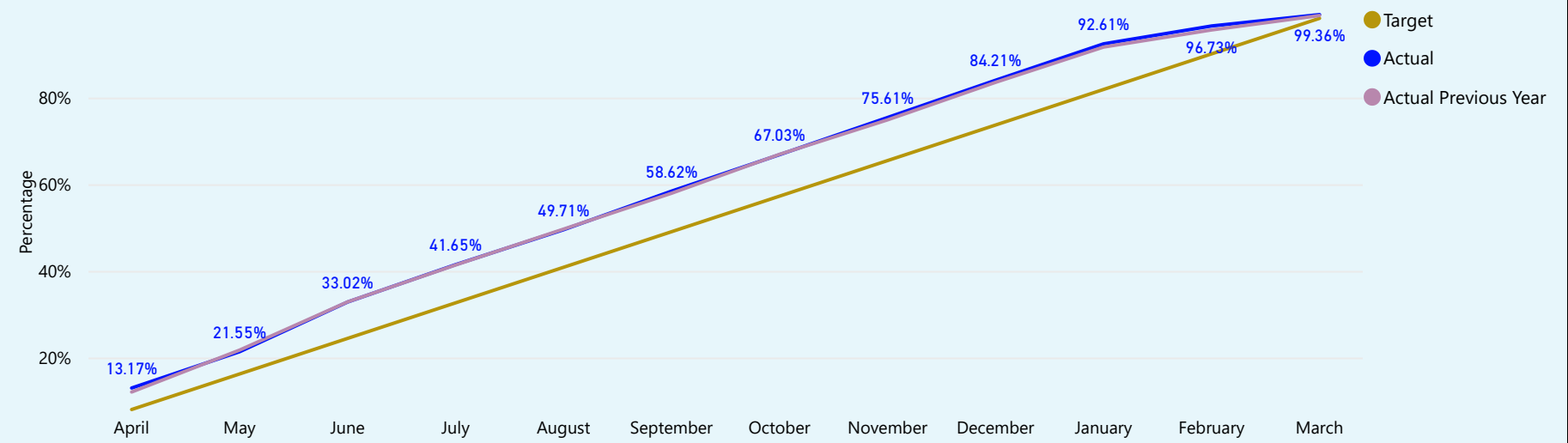


Supporting Narrative

Collection exceeds both target and previous years collection. This is an excellent achievement for the team who pushed to the very last day to bring in as much money as possible. The team are strong and committed but the results surpassed our expectations.

Target	Actual	Actual Previous Year
97.50%	97.91%	97.85%

K1R2 Business Rated (NNDR) Collected - GREEN

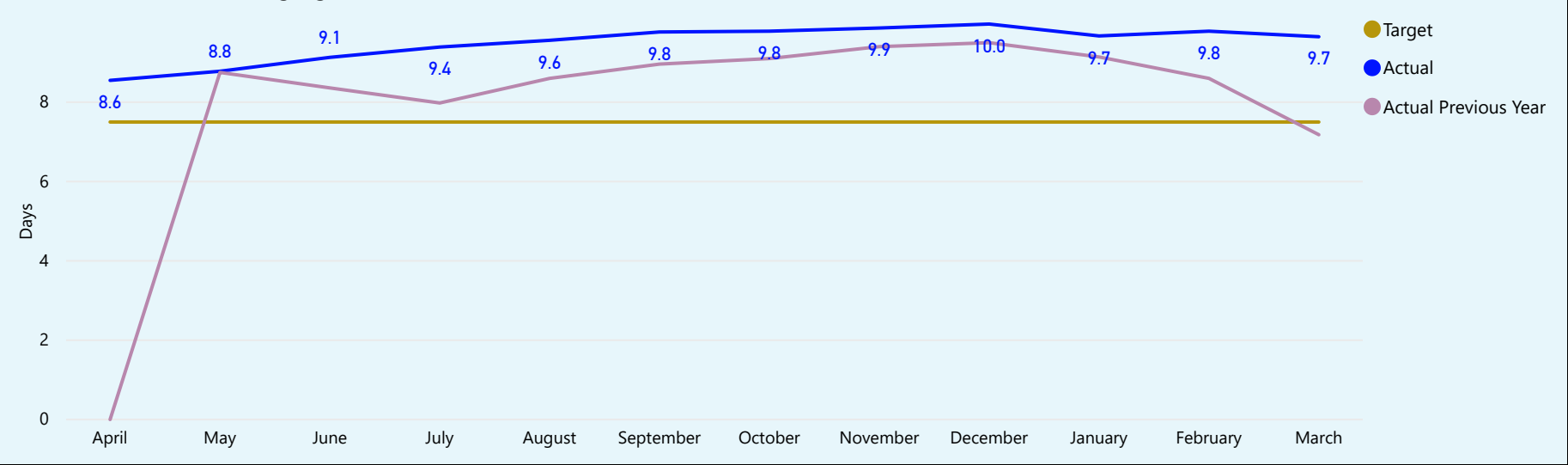


Supporting Narrative

Collection exceeds both target and previous years collection. The team are extremely focused and have worked year-round to ensure that businesses pay promptly. We are very proud of these results.

Target	Actual	Actual Previous Year
98.50%	99.36%	99.14%

K1R3 Sickness Rates (Rolling Figures) - RED



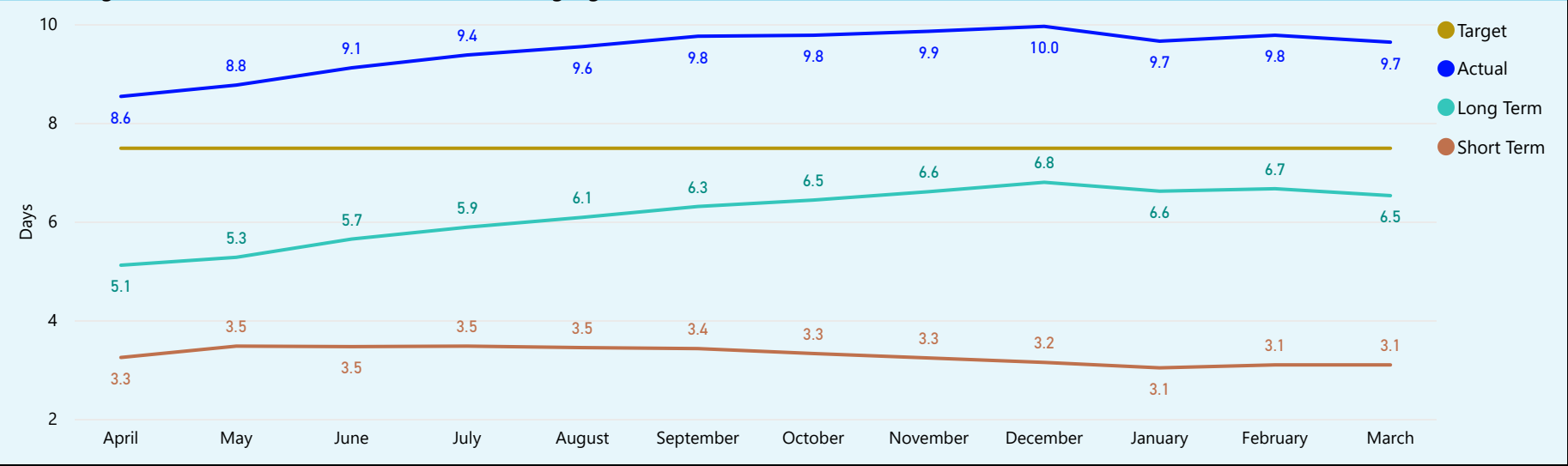
Target	Actual	Actual Previous Year
7.50	9.65	7.18

Supporting Narrative

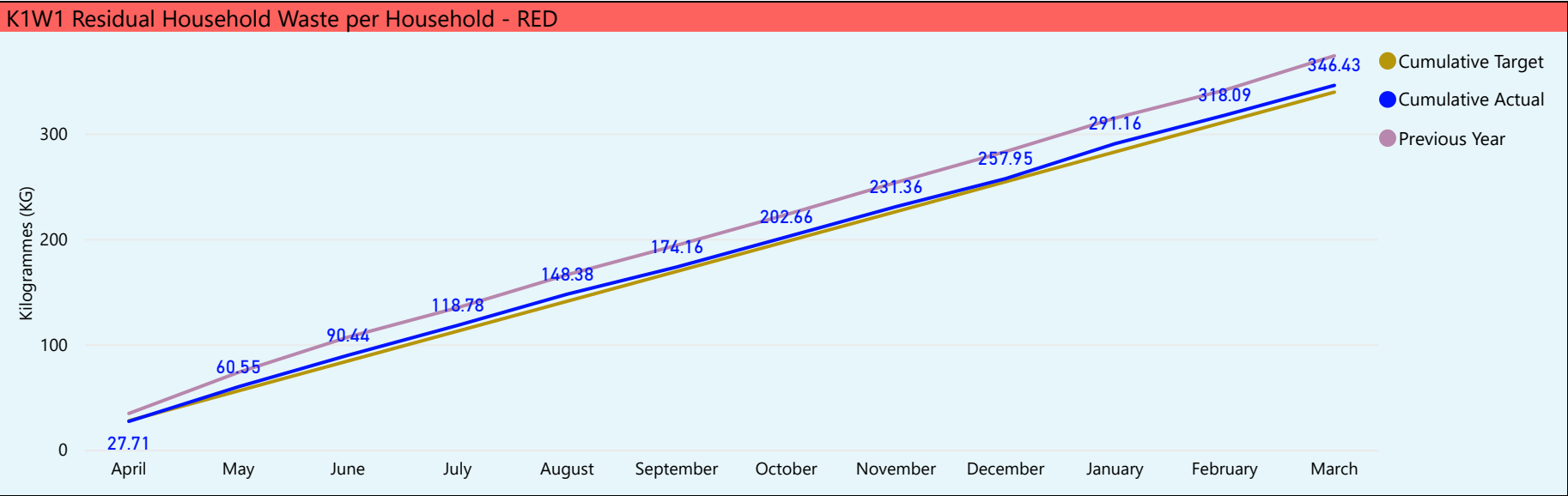
This performance is of corporate concern and driven by long term sickness (short term sickness rates are falling). Regular case conferences with Assistant Directors, GMTs and HR Business Partners are being held to discuss long term sickness cases and to agree to agree next steps.

It is anticipated that the management actions taken as a result of the case conferences will start to impact on sickness absence rates in the next reporting year.

K1R3 Long Term and Short Term Sickness Rates (Rolling Figures)



Actual	Long Term	Short Term
9.65	6.54	3.11

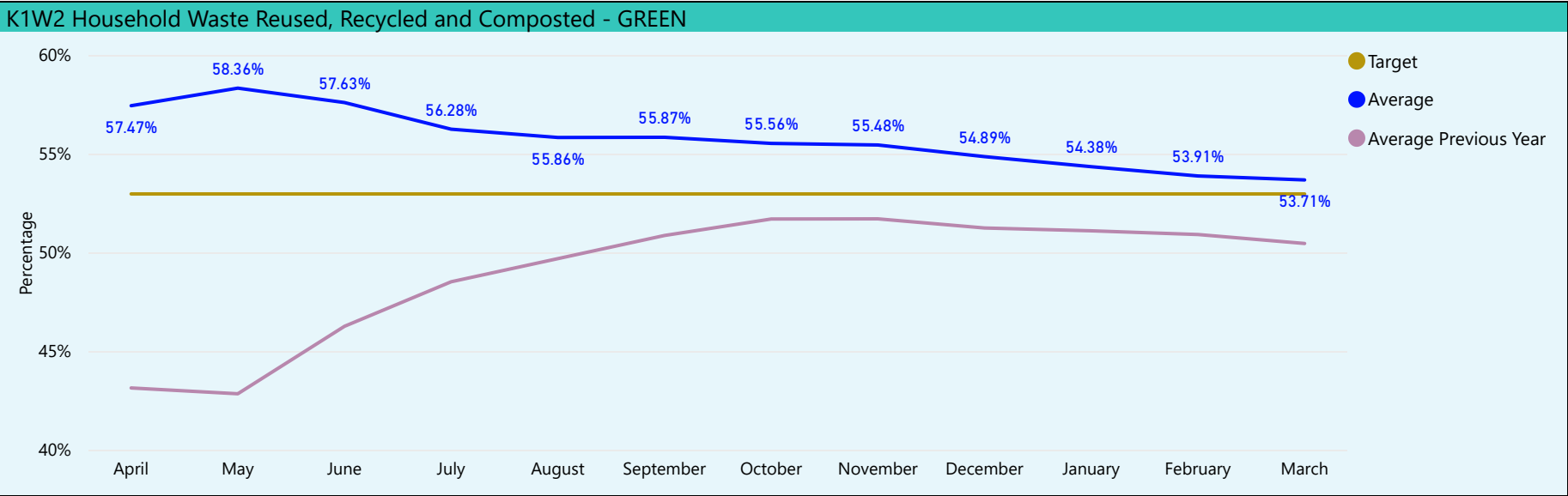


**Supporting Narrative**

The target for 2018/2019 was estimated as the full year impact of waste service changes made in June 2017 was not know when it was set. Based on previous DEFFRA residual waste figures, Colchester remains one of the best performing Councils in this area

Achieving a 28.07kg reduction per household against performance for 2017-2018 is significant, and reflects that the service changes are now fully embedded with residents.

Cumulative Target	Cumulative Actual	Previous Year
340.00	346.43	374.50



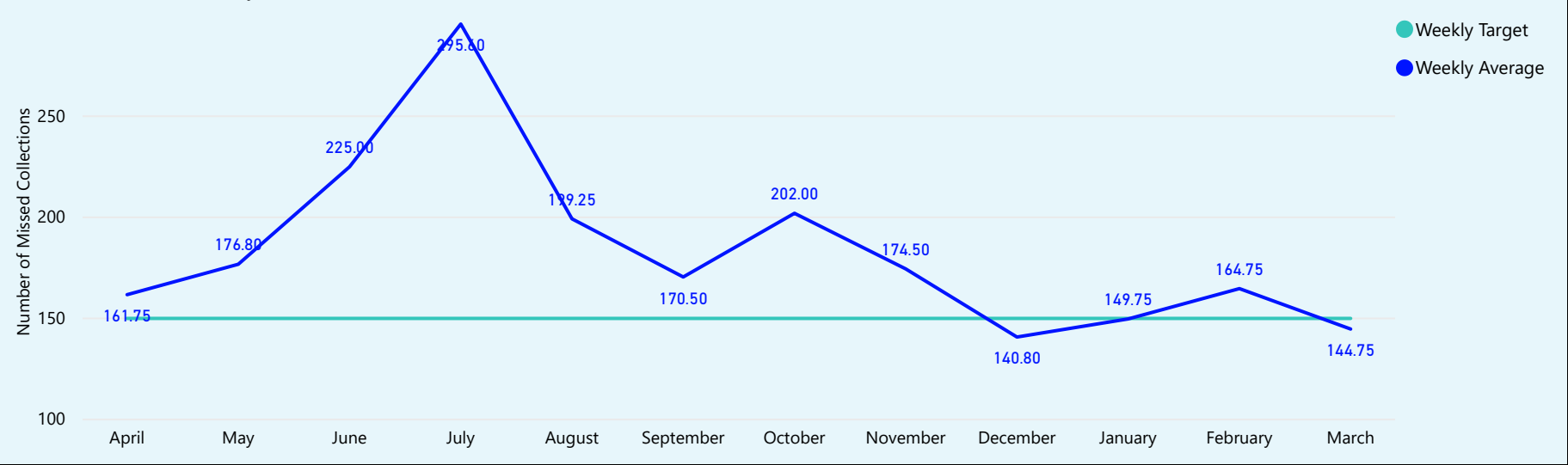
**Supporting Narrative**

The target has been exceeded which reflects a significant improvement in performance above 2017-2018 and levels of performance nationally.

This is a continuation of improved performance since service changes were made and residents are continuing to recycle more.

Target	Average	Average Previous Year
53.00%	53.71%	50.49%

K1W3 Number of Weekly Missed Collections - GREEN



Supporting Narrative

Missed bins are under target at 144 average per week.

Regular performance monitoring and the embedding of service changes has seen an improvement on missed bin figures across all areas.

Weekly Target	Weekly Average	Target % Missed	Actual % Missed
150	144.75	0.06%	0.04%



## Other performance news

### • Awards and accreditations

The highlights are summarised here and are also shown on [www.colchester.gov.uk](http://www.colchester.gov.uk) in the [achievements](#) section

<b>Achieved April 2018 to March 2019 – full-year report</b>	
<a href="#">British Parking Awards 2019</a>	<p>The British Parking Awards seek to recognise and celebrate best practice, innovation and achievement in the design and management of both public and private sector parking. The North Essex Parking Partnership (NEPP) were finalists in five categories.</p> <p>The NEPP were winners in three categories:</p> <ul style="list-style-type: none"> <li>• The Communication Award, which recognises imaginative, engaging and informative approaches to communicating with the public and other organisations, for their 3PR: Encouraging better parking around schools campaign.</li> <li>• The Parking Partnerships award, which recognises the importance of partnership working in the parking sector.</li> <li>• Car Parks: Special Projects Award for the refurbishment of Priory Street Car Park, a joint entry with Colchester Borough Council. <b>March 2019</b></li> </ul>
<a href="#">Career Track Assessor Award</a>	<p>Four young apprentices who demonstrated outstanding commitment to their personal career development and made a significant contribution to the work of Colchester Borough Council, have been honoured with a 2019 Career Track Assessor Award. The assessment of apprentices undertaking work-based training with the Council is overseen by Career Track, which is operated by Tendring District Council with funding from Colchester Institute. <b>March 2019.</b></p>
<a href="#">LGC Awards 2019</a>	<p><b>Team of the Year category - Macmillan Welfare Rights Team</b> - finalist in shortlist of 11 councils.</p> <p><b>Housing Initiative category</b> - finalist as part of a project by Essex County Council, 12 Essex Districts and 2 Unitary Councils, in shortlist of seven councils.</p> <p>LGC editor Nick Golding said: “The councils that have been shortlisted for an LGC Award are among the most innovative – and their innovation is providing the best services for residents, despite local government facing enormous budget cuts.</p>

	“The officers and councillors of shortlisted councils deserve enormous credit for thinking of new ways to deliver the best services, ensuring vital services thrive in the era of austerity.” <b>March 2019</b>
<a href="#"><u>Customer Service Excellence Standard</u></a>	Our Customer Contact and Support Centre has been awarded the prestigious national Customer Service Excellence Standard. The Standard was awarded following a year-long programme and rigorous two-day external assessment in December 2018. The standard covers a range of areas including timeliness of responses, the quality of information provided and the motivation of its staff. The Excellence Award is valid for three years, with an annual rolling programme assessment visit. <b>February 2019.</b>
<a href="#"><u>Essex Wedding Awards</u></a>	Colchester’s Town Hall and Castle were finalists in the Essex Wedding Awards 2018 - the Town Hall in the ‘Something Different’ category and Colchester Castle in ‘Heritage’. <b>November 2018.</b>
<a href="#"><u>British Parking Association</u></a>	Richard Walker, Group Manager of the North Essex Parking Partnership (NEPP) was elected, through a vote by its Council of Representatives, to the British Parking Association Board.  The BPA said: “It is noteworthy that Richard is leading on our Local Government-focused ‘Positive Parking Agenda’ project. Democracy has shown once again that members vote for what is important to them and having the PPA+ directly represented on the BPA Board can only be a good thing.” <b>October 2018.</b>
<a href="#"><u>Dying to Work Charter</u></a>	While CBC’s existing employment policies and Employee Assistance Programme already enshrine elements of the Dying to Work campaign, signing up to the Charter offers additional assurances to council staff about how they will be supported, protected and guided throughout their employment following a terminal diagnosis. <b>October 2018.</b>
<a href="#"><u>Cemetery of the year awards</u></a>	Colchester cemetery came second in the large cemetery category of the national Cemetery of the Year Award. Cemetery officers and Idverde staff were presented with the framed Silver Award certificate at a ceremony in <b>October 2018.</b>
<a href="#"><u>Defence Employer Recognition Scheme</u></a>	Having achieved the Bronze Award in January 2018, CBC received the Silver Award in August. The Ministry of Defence gives these awards as part of its Employer Recognition Scheme, to businesses and organisations which go the extra mile to demonstrate their commitment to aiding and employing members of the military community.  CBC aims to maintain and develop this work and is pleased to set an example to others. We are

	actively working to raise awareness of the Armed Forces Covenant and encouraging other businesses and organisations in the area to also be Forces Friendly employers. <b>August 2018.</b>
<a href="#"><u>Visitor Experience Awards</u></a>	Colchester Museums' Visitor Services team were winners at the first-ever national Visitor Experience Awards. They were up against the Houses of Parliament, National Museums Liverpool and Cornwall's Regimental Museum in the Visitor Experience Team of the Year category. They were presented with their award a ceremony in London's Welcome Collection. <b>August 2018.</b>
<a href="#"><u>Green Flag Awards</u></a>	Castle Park and Highwoods Country Park have again both been awarded Green Flag Awards, recognising them as two of the best parks in the UK. Colchester's Cemetery and Crematorium also achieved Green Flag status. Green Flags set a benchmark of standards for management and maintenance of publicly accessible urban and countryside parks, and they promote the community value of green spaces. The Castle Park also holds <a href="#"><u>Green Heritage Site</u></a> status. <b>July 2018.</b>
<a href="#"><u>Institute of Revenues, Rating and Valuation (IRRV)</u></a>	CBC achieved 'highly commended' status in the 2018 IRRV Performance Awards in the Revenues Team of the Year (District Authority) category. The team was shortlisted for its work to transform its collection service. The Revenues team handled 46,000 calls in 2017/18 and completed around 330,000 pieces of work. This not only helped CBC achieve its best results so far with a nearly 98% council tax and more than 99% business rates collection rate, but also a 98% customer service satisfaction rating. <b>October 2018.</b>
<a href="#"><u>Charter for Elected Member Development</u></a>	<p>This award recognises that the Council has achieved best practice in the way it provides learning and development opportunities for its elected members (councillors). It provides an independent, robust and structured framework designed to help councils enhance and hone member development.</p> <p>CBC was first awarded Charter Status for Elected Member Development in 2011 and was reaccredited in 2015. The accreditation lasts for a period of three years, and the Council passed its full reassessment in <b>July 2018.</b></p>
<a href="#"><u>Municipal Journal (MJ) Achievement Awards</u></a>	<p>CBC was a finalist in the 'Digital Transformation' category for its work to improve its online experience for customers.</p> <p>As well as assessing the Council's digital transformation strategy to increase access to digital services and provide a more intuitive and personalised online experience for customers, judges considered digital innovations which have transformed the way staff work using cloud-based technology and revolutionised the operation of the Waste and Recycling Service. This includes, for</p>

	example, a redesigned web portal for waste and recycling information, and the use of new in-cab route-planning technology fitted to the waste fleet providing live online navigation updates to officers and customers. <b>June 2018.</b>
<a href="#">Disability Confident Employer</a>	'Disability Confident Employer' – CBC achieved this in June 2018. The Disability Confident scheme supports employers to make the most of the talents disabled people can bring to the workplace. <b>June 2018.</b>
<a href="#">Gold Travel Plan</a>	CBC's Staff Travel Plan has retained its 'Gold' status as part of Essex County Council's travel plan accreditation awards. <b>May 2018.</b>
<a href="#">LEXCEL</a>	Legal Services have been 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. <b>May 2018.</b>
<a href="#">Rookie Life Saving Awards</a>	Leisure World Colchester has been awarded the Essex Branch Silver Shield. Leisure World run the Royal Life Saving Society (RLSS) UK Rookie Lifeguard programme, which gives children the skills they need to be confident in the pool or the sea. The Silver Shield Award acknowledges the fantastic pass rate on its Junior Rookie Lifeguard courses held during 2018. <b>April 2018.</b>
<a href="#">Creative Industries - Sector Deal</a>	<p>Colchester has been highlighted as a creative hotspot in the Government's latest 'Sector Deal' for the Creative Industries. Recognised for 'high growth and concentration' of the creative industries, Colchester is ranked 20<sup>th</sup> out of 47 creative places in the UK.</p> <p>This could open a wide variety of opportunities, as the sector deal includes action to support the creative industries with the announcement of a new Creative Development Fund. This £20m fund aims to help creative hot-spots like Colchester to become world-class, unlock growth, encourage investment and create new jobs.</p> <p>Another strand will invest a further £39m in building new research and development partnerships between universities and business via the Industrial Strategy Challenge Fund. <b>April 2018.</b></p>

### [Single Data List](#)

The single data list is a list of all the datasets that local government must submit to central government. The list is reviewed and updated annually. Local authorities are not obliged to provide any data which is not on the list without extra funding.

The single data list was updated in March 2019 and details of the [changes](#) have been circulated to the relevant officers for action.



**Extract from the draft minutes of the Scrutiny Panel meeting of 11 June 2019**

**210. Year End 2018/19 Performance Report including progress on the Strategic Plan Action Plan 2018-21**

Dan Gascoyne, Chief Operating Officer, introduced this report alongside Councillor David King, Portfolio Holder for Business and Resources. He highlighted and explained those key performance indicators (KPIs) which had been rated 'red' (where targets were not met).

KPI K1H5 (Average time to re-let Council Homes) had not met its target due to the initial contractor for CBH not being able to meet its obligations. A new contractor was appointed on 12 April and the situation is improving. The Panel were informed that a low rate of void properties and a high proportion requiring significant work following long tenancies had increased the average time to re-let. Dan Gascoyne acknowledged the missed target but noted that this target had been met last year (when there had not been contractor problems). This would be discussed with Colchester Borough Homes but the intention was to keep a challenging target for this KPI.

KPI K1P1 (Processing of Planning Applications – Major) had not met target due to loss of experienced staff and a number of appeals and referrals to the Secretary of State. The small number of major applications meant that a delayed application has a significant effect on the KPI. Richard Block agreed to provide more detail regarding this after the meeting.

KPI K1R3 (Sickness Rates) have proven problematic but short-term illness figures are improving. Long-term illness remains difficult to reduce, but this is being overseen by assistant directors across the Council. The Waste and Zone Teams have been particularly hit by long-term sickness. Richard Block, Assistant Director – Environment, in particular is working to address this. Mitigating action includes changing workloads to suit capabilities, identifying drivers for long-term sickness and working with employees to get them back to work as soon as possible. Councillor King stressed the importance of heeding and responding to results of staff surveys and supporting Council staff. A member of the Panel noted that this KPI target is always missed and that this should be considered when setting the future target so that this provides a reasonable aspirational target which portfolio holders and management can work to achieve. Dan Gascoyne confirmed that this had changed from 7.5 days per employee to 9, but with the plan to gradually reduce this back to 7.5 days over the next three years.

A Panel member queried to what extent sick leave taken had resulted from the work carried out by officers in their day-to-day duties and asked for detail on work being carried out to identify where this is occurring. Councillor King agreed to provide written detail regarding this. Analysis of this is ongoing, service by service, and

certain service duties had already been identified as being more likely by their nature to have an effect on officer health. He informed the Panel that he would be reviewing this with Human Resources in coming weeks, but that CBC compared well to other public-sector employers. Richard Block underlined this point and reinforced the point that front-line staff working in hard conditions had fewer options for working flexibly or carrying out their duties whilst unwell.

KPI K1W1 (Residential Household Waste per household) is currently red but the rate of recycling is strong, with the Council third best performer in the region.

Councillor King noted that significant changes have been made in the style of presenting this performance data to improve clarity and understanding. The Council is performing well in comparison to other authorities against which it is benchmarked, and focus will be on the few under-target performance areas.

In response to questions, Richard Block explained that, regarding KPI K1W3 (Missed collections), each individual missed collection reported was counted as one report, irrespective of the number of properties which might be affected. There had been a spike in missed collections caused by a recent gastrointestinal illness which had caused some staffing difficulties. To mitigate future risks of this sort, Cabinet have approved work to improve the depot which will help increase hygiene and counter sickness issues.

The Panel noted strong performance in a range of KPIs, including rent collection, council tax collection, housing benefit claims processed, and affordable homes delivered.

*RESOLVED* that:-

- (a) The Panel noted the report;
- (b) Further information be provided by Councillor King , Portfolio Holder for Business and Resources, including a breakdown of sickness numbers and analysis carried out on sickness rates.
- (c) The Panel paid tribute to the work carried out by officers during 2018/19 which had led to overall good performance and successes.

**Extract from the draft minutes of the Policy and Public Initiatives Panel meeting of 19 June 2019**

**25. Responsible Dog Ownership**

Councillor Scott-Boutell attended and, with the consent of the Chairman, addressed the Panel to give her views on responsible dog ownership. She praised the success of 'Bark in the Park' events for increasing engagement between residents and officers and raised the possibility of running similar events in the future, potentially in partnership with commercial organisations. Awareness of dog-related issues continues to be benefited by event participation of Council officers and Councillor Scott-Boutell thanked the involved officers for their efforts in providing free microchipping of dogs.

Councillor Scott-Boutell queried whether commercial dog carers and walkers were required to register with the Council. Some had been noted as not clearing up after the dogs in their care. A further query was made as to whether there was a maximum number of dogs one individual should walk at one time.

Councillor Scott-Boutell asked the Panel to consider whether enclosed areas could be installed in park areas (such as Stanway and Highwoods Country Parks), where dogs could be let off the lead. This would particularly benefit energetic breeds and could reduce the use of extendable leads which sometimes caused injuries of dog walkers, if used incorrectly. Agility training could take place in such areas, improving bonds between owners and their dogs. Online booking options could be offered to allow access to those who book time in the area, using specific entry codes that would be provided.

Councillor Scott-Boutell further requested an update on progress made to deal with 'back-yard' commercial breeding and asked for online signposting to be provided for residents who have concerns about this, and for the Panel to recommend that Cabinet take action in this area or form a task and finish group to examine the issue.

Belinda Silkstone, Environmental Protection Manager, and Brandon Kirk, Neighbourhood Manager, presented the report. The Environmental Protection Manager highlighted the statutory duties relating to dog ownership and welfare, split between owners, the Borough Council, the Police and the RSPCA. The Council's duties covered collection of strays, duty of care for dogs in kennels or daycare and licensing of operators providing these services, and duties regarding enforcement tackling dog fouling. Duties for the Council also covered microchipping, enforcement against nuisance caused by irresponsible dog ownership (such as accumulations of dog mess) and to investigate reported back-yard breeding concerns.

She also explained the production of the 2012-15 Responsible Dog Ownership Strategy and that data had shown that this had not been frequently accessed online.

Although the content was still relevant, the decision had been made not to update the document, due to the low numbers accessing it. Efforts had been channelled into raising awareness of responsible dog ownership guidance through participation of officers at community events, CBH 'Make a Difference' Days and Police-run events. The Dogs' Trust also provided advice at events and through visits to schools. Councillor Scott-Boutell requested clearer online signposting to explain where different statutory duties lay, and for more information to be provided via social media.

Regarding commercial dog-walking services, the Environmental Protection Manager informed the Panel that the best practice guidance was for a maximum of four dogs to be walked by an individual walker at any one time, and that it may be possible to introduce regulation of this in public areas and parks through amendment of an existing Public Spaces Protection Order (PSPO). Community Protection Warnings could then be issued as the first level of enforcement.

The Neighbourhood Manager addressed the suggestion of enclosed spaces within which dogs could be let off leads. He highlighted the need to ensure that they were of a certain size to be feasible, and for public consultation to be carried out on each area proposed. Location and size would need to be discussed, and a Panel Member expressed concern that such areas would not benefit households without dogs.

The Panel discussed how new and replacement dog bins could be requested by councillors and raised concern that it took weeks for replacements to be installed. Panel members asked whether it was Council policy not to install new bins, even where significant numbers of residents requested them or where fouling was a significant issue. The Neighbourhood Manager informed the Panel that there was no Council policy barring the installation of new bins, but that resource was an issue, with the cost having to come from the budget for small-scale works. There was also a requirement to obtain permission from Essex County Council before new street furniture could be installed. It was highlighted that dog waste bags could be deposited in litter bins, if no dog bins were available.

Panel members discoursed on enforcement options to address fouling and dumping of bagged dog waste. The Neighbourhood Manager described current enforcement options, practices, and efforts made to provide education prior to enforcement, but informed the Panel that resources for enforcement were limited and that many problem areas were not located on Neighbourhood Team patrol routes. Wardens did respond to investigate problem areas upon receipt of reports from councillors and/or members of the public. Obtaining sufficient evidence as to perpetrators of dog fouling was a key element in successful enforcement.

The Chairman described the PSPO in force at the Colchester Rugby Football Club and the work between members of the public and Neighbourhood Team officers leading to enforcement actions, including the issuing of 14 Fixed Penalty Notices (FPNs) over the most recent year. It was stressed that the provision of as much information about individual breaches of the PSPO assisted Neighbourhood Wardens in targeted patrolling and successful enforcement, followed by publicity of the enforcement which acted as a deterrent to potential future offenders. Councillors

agreed that it was important for the Communities and Neighbourhood Teams to work together to address non-clearance problems.

The Panel were informed that the level of FPNs were fixed at £100 (rising over set timescales in the event of non-payment). It was noted that there was a current PSPO prohibiting dog fouling across the Borough. Panel members discussed whether the specific PSPO in force at Colchester Rugby Club could be emulated for play areas and sports pitches across the Borough, with similar enforcement and publicity applied. The Neighbourhood Manager agreed that options for enforcement and publicity on this issue could be examined, and that this would be best scheduled in three to six months, to allow the bedding-in of the new Neighbourhood Team structures.

*RESOLVED* that the information in the report regarding responsible dog ownership be noted.

*RECOMMENDED* to *CABINET* that:-

- (i) The Council website is updated to include a responsible dog ownership page to provide dog owners with information on responsible dog ownership and compliance with the law;
- (ii) The Animal Services Team continue to support the free CBC Neighbourhood Team events, CBH 'Make A Difference Days' and Police-led events;
- (iii) The Council continue to provide a free dog microchipping service;
- (iv) A publicity drive is carried out to increase public awareness of Council enforcement action regarding dog fouling;
- (v) The existing Public Spaces Protection Order (PSPO) covering the Colchester Rugby Club is expanded to cover all play areas and sports pitches in Colchester Borough and that this is publicised;
- (vi) The Council pursue a multi-agency approach to tackle fouling issues, where practical, and direct Neighbourhood Teams to temporarily increase their presence in areas where dog fouling is known to be common, followed by publicity of enforcement action taken.



**Extract from the draft minutes of the Policy and Public Initiatives Panel meeting of 19 June 2019**

**26. Work Programme 2019-20**

The Panel considered the draft Work Programme for 2019-20, presented by Owen Howell, Democratic Services Officer. A report on potential recreational and commercial uses of the River Colne was being prepared and was due to come to the Panel in July. A public engagement session had been provisionally scheduled for 25 September, and the Panel was asked to approve the method to be used in gathering initiatives and ideas from the public prior to that date, in the same manner as was used in 2018/19. The input into this session would be used to further populate the Panel's Work Programme. The impact of Austerity and Universal Credit had been scheduled for November 2019 in order to allow more time to investigate options for inviting external guests, such as from the Department for Work and Pensions. Options for the High Street had been scheduled for 15 January 2020 in order to allow for this to be considered after the Council has received confirmation as to whether it has progressed to Phase 2 of the 'Future High Streets' bidding process.

Panel agreed that the High Street item scheduled for 15 January 2020 would be a large-scale item attracting much interest, and so should be the sole item on that agenda.

Councillor Scordis, who had chaired the Panel when the 2018 public engagement session had been held, confirmed that more public input had been received for that Panel meeting than for most Panel or Committee meetings, but this still had not been a huge response. He recommended that ways to increase publicity on this should be found.

The Panel discussed potential recommendations to Cabinet as to issues for the Panel to consider in the future.

A member of the Panel requested that Panel seek Cabinet approval to examine the committee system model for the Council's administrative arrangements, on the basis that this would provide far greater opportunity for public engagement and transparency of decision making compared to the current Cabinet and Leader model adopted by the Council. The positives and negatives of the two administrative arrangements were briefly discussed, particularly in relation to greater strategic decision making opportunities within Cabinet and Leader arrangements and the slower nature of decision making within a committee system.

Councillor Cory, Leader of the Council, attended and, with the consent of the Chairman, addressed the Panel. He confirmed that he would welcome a review of the Council's administrative arrangements at the appropriate time. Councillor Cory explained that, under his leadership, he had encouraged more open decision making

and the widening of democratic opportunities and had welcomed good ideas and initiatives, including those from members of the Opposition.

The Panel members requested an update from Councillor Cory on the potential for the Council to become carbon-neutral. Councillor Cory informed the Panel that he and Councillor Whitehead would be submitting a motion to Council, seeking to declare a Climate Change Emergency. The aim would be for the Council to become carbon-neutral by 2030, with the issue being taken on by the Conservation and Environmental Sustainability Task and Finish Group.

The Panel asked if further consideration should be given to 'The Walls Project', as previously considered. Councillor Cory detailed work being done by the Council and the Colchester Business Investment District (BID). Dan Gascoyne, Chief Operating Officer, was of the view that the Panel did not need to take further action on the Walls Project, and offered to bring an update back for Panel Members' information.

The Future Options for the High Street Programme item was discussed. Councillor Cory confirmed that, in principle, he would be in favour of pedestrianizing the High Street, but that significant public consultation would be necessary and that the significant transport implications that this would entail would need to be mitigated through working in cooperation with Essex County Council. Councillor Cory confirmed that Colchester's bid for 'Future High Streets' funding had centered around promotion of the Town's significant heritage.

Councillor Cory updated the Panel on progress regarding Sustainable Transport. He explained that it was a vast area of possible work and would be considered by the new Conservation and Environmental Sustainability Task and Finish Group. The Group would consider items such as electric cycle hire and other cycling issues, rapid transport systems and potential for third-party community transport bus services. Councillor Cory confirmed that it was for the Panel to decide whether there were further aspects of this subject that they would recommend for examination. A Panel member requested that options for secure and/or covered cycle parking be investigated. Councillor Cory informed the Panel that Councillor King, Portfolio Holder for Business and Resources, was currently considering this.

A request was made by the Chairman for the Panel to gain Cabinet approval to investigate the potential for providing a sports and social centre for young people, following the example of local authorities who had set up Youth Zones in partnership with the charity Onside and private sector funding. He explained that the Youth Zone in Barking and Dagenham attracted 3,300 members in its first four weeks and currently accommodated 1,900 users per week.

*RESOLVED* that the Work Programme for 2019 be noted.

*RECOMMENDED* to CABINET that approval be given for the following items to be included in the Policy and Public Initiative Panel's work programme for the future:-

- (i) A review of the Council's Cabinet and Leader model of administrative arrangements to determine whether the Council should continue with these arrangements or revert to a committee model;

- (ii) To investigate the potential for providing a sports and social centre for young people, in the form of a Youth Zone;
- (iii) To investigate the provision of secure and covered bicycle parking options for Colchester.



## 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, 5 June 2019	Christopher Lee	Communication issues	Verbal response provided at the meeting by Councillor Cory, the Leader of the Council and Portfolio Holder for Strategy.	5 June 2019
Cabinet, 5 June 2019	Stuart Johnson, Colchester Cycling Campaign	Colchester Cycling Strategy	Verbal response provided at the meeting by all members of the cabinet.	5 June 2019
Cabinet, 5 June 2019	Sir Bob Russell	The latest position on the old bus station site	Verbal response provided at the meeting by Councillor Cory, the Leader of the Council and Portfolio Holder for Strategy.	5 June 2019
Cabinet, 5 June 2019	Mick Spindler	No Cold Calling Zone	Verbal response provided at the meeting by Councillor Cory, the Leader of the Council and Portfolio Holder for Strategy.	5 June 2019

### (ii) Petitions

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