

Cabinet Meeting

**Grand Jury Room, Town Hall, High Street,
Colchester, CO1 1PJ
Wednesday, 07 June 2023 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 CITY COUNCIL
Cabinet
Wednesday, 07 June 2023 at 18:00

Leader and Chair	Councillor King Councillor Burrows Councillor Cory Councillor Goss Councillor Jay Councillor Luxford Vaughan Councillor Smith Councillor Sommers
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AGENDA
THE LIST OF ITEMS TO BE DISCUSSED AT THE MEETING
(Part A - open to the public)

Live Broadcast

Please follow this link to watch the meeting live on YouTube:

[\(107\) ColchesterCBC - YouTube](#)

1 Welcome and Announcements

The Chairman will welcome members of the public and Councillors to the meeting and remind those participating to mute their microphones when not talking. The Chairman will invite all Councillors and Officers participating in the meeting to introduce themselves.

2 Urgent Items

The Chair 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 Have Your Say! (Hybrid Cabinet Meetings)

Members of the public may make representations to Council meetings on any item on the agenda or any other matter relating to the business of Council. This can be made either in person at the meeting or by joining the meeting remotely and addressing the Council via Zoom. Each representation may be no more than three

minutes. Members of the public wishing to address Council remotely may register their wish to address the meeting by e-mailing democratic.services@colchester.gov.uk by 12.00 noon on the working day before the meeting. In addition, a written copy of the representation should be supplied for use in the event of technical difficulties preventing participation at the meeting itself.

There is no requirement to pre-register for those attending in person.

4 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 registerable interest or non-registerable interest.

5 Minutes of Previous Meeting

The Cabinet will be invited to confirm that the minutes of the meeting held on 12 April 2023 are a correct record.

12-04-23 public version

9 - 16

6 Decisions Reviewed by the Scrutiny Panel

The Cabinet 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 Neighbourhoods and Waste

7(i) Garden Waste Collection Service

17 - 34

Cabinet will consider a report inviting it to approve the arrangements for the opt-in paid for Garden Waste service to replace the existing service and to agree the capital funding.

8 Housing

8(i) Acquisition of Seven New Build Homes from a Developer as Part of the Council's Housebuilding Programme

35 - 40

Cabinet will consider a report inviting it to approve the purchase of seven new build homes from a developer as part of the Council's Housebuilding Programme.

9	Strategy	
9(i)	New Scheme of Delegation to Officers Cabinet will consider a new Scheme of Delegation to Officers.	41 - 86
9(ii)	Appointments to External Organisations and Council Groups Cabinet will consider a report proposing appointments to a number of external organisations and Council groups and also provides a number of reports about the work undertaken by appointees to external organisations and Council groups in 2022-23.	87 - 100
10	Economy, Transformation and Performance	
10(i)	Renewal Ballot for Colchester City Centre Business Improvement District Cabinet will consider a report on the renewal proposals for the Colchester Business Improvement District for Colchester City Centre and authority to run the renewal ballot.	101 - 134
10(ii)	Corporate Key Performance Indicator Targets for 2023-2024 Cabinet will consider a report inviting it to set Corporate Key Performance Indicator Targets for 2023-2024.	135 - 150
10(iii)	Councillor Personal Development Plan Proposal Cabinet will consider a report setting out a proposed scheme of Personal Development Plans for Councillors.	151 - 162
10(iv)	Member Development Group Annual Report 2022-23 Cabinet will consider a report inviting it to receive and note the report of the Member Development Group on the work of the Group in the 2022-23 municipal year.	163 - 182
11	Exclusion of the Public (Cabinet) In accordance with Section 100A(4) of the Local Government Act 1972 and in accordance with The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 to exclude the public, including the press, from	

the meeting so that any items containing exempt information (for example personal, financial or legal advice), in Part B of this agenda (printed on yellow paper) can be decided. (Exempt information is defined in Section 100I and Schedule 12A of the Local Government Act 1972).

Part B

(not open to the public including the press)

12 Minutes - Approval of not for publication extract

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

13 Housing - Part B

13(i) Acquisition of Seven New Build Homes from a Developer as Part of the Council's New Housebuilding Programme - Part B

Cabinet will consider a report providing not for publication information in respect of the report at item 8(i) on the agenda.

<p style="text-align: center;">CABINET 12 April 2023</p>

Present: - Councillor King (Chair)
Councillors Cory, Cox, Fox, J. Young

Also in attendance: Councillors Laws, Sunnucks and Willetts

741. Minutes

RESOLVED that the minutes of the meeting held on 8 March 2023 be confirmed as a correct record.

742. Have Your Say!

Sam Older, Regional Unison Representative attended and addressed Cabinet pursuant to the provisions of Meetings General Procedure Rule 5(1) on behalf of employees of Idverde who provided services to the Council under the grounds maintenance contract. The Council had recently extended the contract with Idverde for a further three years. Unison had recently negotiated a pay increase for the Council's lowest paid staff. However, this did not apply to staff employed by Idverde on the grounds maintenance contract, which meant they earned £2000 less than equivalent employees directly employed by the Council. They provided a valuable and highly visible service and were seen by members of the public as Council employees. Would the Council consider inserting a clause in the contract with Idverde to ensure that staff employed by Idverde for a service commissioned by Colchester City Council were paid at least the same pay rates as staff directly employed by Colchester City Council from April 2022.

In response, Cabinet members stressed the value that the Council placed on the work provided under the grounds maintenance contract. The Policy Panel had recommended that the service be brought back in house at the end of the Idverde contract, which would ensure that such discrepancies did not occur in future. The Council also had a long term commitment to paying the Living Wage and ensuring that all its contractors also paid it. It was also committed to raising wage levels in Colchester. However, the Council was under significant financial pressure and it had to be recognised that the Council was not the direct employer. It could only seek to influence and encourage. The Council would raise the issue with Idverde.

743. End of Year Update

The Chief Executive submitted a report a copy of which had been circulated to each Member and made a presentation to Cabinet. A copy of the full presentation would be circulated to members after the meeting.

Pam Donnelly, Chief Executive, explained that the concept of an End of Year Update was new but believed it should be retained for future years. It was an opportunity to highlight achievements and to look forward so that any new administration was fully sighted, which would help ensure a smooth transition.

The Chief Executive highlighted the following key challenges and achievements.

- The budget process had been the most challenging in recent memory and it was a significant achievement that progress had been made with strategic priorities given the budgetary constraints. Significant savings had been achieved and the situation was still challenging with a considerable budget gap to be closed in future years. A firmer grip of the capital programme was needed but progress was being made in reviewing this.
- Significant progress was being made on Strategic Plan priorities. In terms of “Delivering Homes for People who Need Them” the Council continued to build new market homes and the delivery of 173 affordable homes was a laudable achievement. The Council continued to address the cost of living crisis in partnership with the voluntary sector and the NHS. Colchester remained a City of Sanctuary and continued to welcome and support refugees. In respect of “Growing a Fairer Economy” the Council was delivering the Town Deal and Levelling Up Fund projects with partners which would generate employment and help support the local economy.
- A new Strategic Plan for 2023-26 had been adopted with new priorities reflecting the post pandemic environment and reflecting the reduced resources available to the Council.
- All the recommendations made by the LGA Peer Review had been actioned and progress was being made.
- Progress was being made with the Year of Celebration to mark City Status, which would deliver renewal and regeneration. This would deliver a brighter future despite the current difficulties.
- In view of concerns about the readiness of the Council’s companies for the challenges they faced, they had been subject to significant external challenge. This had identified some risks, but an Improvement Plan was in place. A new interim Managing Director had been appointed to Colchester Commercial Holdings Ltd. The Council continued to enjoy an excellent working relationship with Colchester Borough Homes and had a shared desire to drive improvements to the Council’s housing stock.
- To ensure the readiness of the organisation to meet the challenges it faced the Council had reorganised its Management Team. Phase 1 of this project had seen the creation of a Senior Leadership Board, which was smaller and worked differently to its predecessor. This had also delivered a significant saving. Phase 2 would build on and nurture the existing Group Managers who would be included in a wider senior leadership team. These roles would be grouped into clusters which

would reflect their relationship with the Strategic Plan. The Council's Corporate Services would also be strengthened. This would help transform the authority into an organisation fit for the future.

In summary the Chief Executive stressed the need to maintain perspective. Whilst the financial position was very challenging, the Council had a grip on it, and the tough decisions needed would be taken. There was a bright future ahead for Colchester.

Councillor King, Leader of the Council and Portfolio Holder for Strategy, invited Cabinet members to highlight key achievements and challenges from their respective portfolios.

Councillor Fox, Portfolio Holder for Local Economy and Transformation, stressed the importance of the engagement work undertaken by the Council to establish what were the priorities for residents. This had demonstrated the need to concentrate on the city centre. The award of City Status had also focused attention on the city centre. The Town Deal and Levelling Up Fund projects would bring in considerable investment into the city centre and would help lever in further investment. The City Centre Masterplan would help develop this further. In addition, the new Economic Strategy was a significant achievement which would help key sectors of the local economy and drive up wage levels.

It was noted that this was Councillor Fox's last Cabinet meeting and Cabinet members paid tribute to his contribution and thanked him for his service.

Councillor Cory, Portfolio Holder for Resources, welcomed the report and considered that this should be a regular item. The Council had maintained its ambition and identity despite the challenges it faced. Much of the economic instability the Council faced was due to government policy, but the administration welcomed the challenge and scrutiny from the local opposition. Governance and Audit Committee and the Scrutiny Panel had provided valuable challenge and demonstrated that more could be achieved by working together. There had also been valuable partnership working, particularly with Essex County Council. There was a positive future for Colchester, but there was a need to bring residents with the Council through consultation and celebration.

Councillor J. Young, Portfolio Holder for Housing and Communities, explained that good progress was being made in delivering against the Council's aspiration to deliver 350 affordable homes by 2024. However, the scope of housing need could not be underestimated and there was no room for complacency. The benefits of partnership working were highlighted by the work with Essex County Council to bid for funding from the Shared Prosperity Fund for a Community Supermarket.

Councillor Cox, Portfolio Holder for Heritage and Culture, highlighted that City Status would be a huge boost to heritage and culture. The programme for the Year of Celebration was still emerging but had a real organic community feel. The challenge ahead was to align the work on City Status with the work on regeneration and renewal, the work on the Cultural Strategy and the work on the Shared Prosperity and Levelling Up Funds. Despite the challenges this was an exciting time.

Councillor King summarised by reminding Cabinet that the LGA Peer Review had stated that Colchester was "on the cusp of something great." There would be transformational change which would deliver real benefit to the quality of life for residents. The Council

needed to keep its focus and maintain financial stability. An extraordinary amount had been done in an extraordinary year and the situation was well set for the next administration.

RESOLVED that:-

- (a) The progress against key Council priorities and areas of work in the 2022/2023 municipal year and the proposed next steps be noted.
- (b) The action required to ensure the continuation of delivery and a smooth transition into the new municipal year had been identified.

REASONS

To ensure satisfactory delivery of key Council priorities and a smooth transition into the municipal year 2023/2024.

ALTERNATIVE OPTIONS

There were no appropriate alternatives.

744. Town Deal Progress

Draft minute 396 of the Scrutiny Panel meeting of 15 March 2023 was submitted to Cabinet, a copy of which had been circulated to each Member.

Councillor Willetts, Chair of the Scrutiny Panel attended and, with the consent of the Chair, addressed the Cabinet. He explained that the Panel had scrutinised the Town Deal on several occasions. There was concern that whilst the Council was the accountable body, it was not in complete control of the delivery of the projects. Therefore, the Panel wanted to monitor closely the delivery of the projects to ensure they remained on track for delivery by 2026, especially given the position on the Capital Programme and the difficulty of some of the land acquisitions. The Panel had received reassurance from officers that the projects were deliverable and were being well managed. However, it did query whether the non-monetary benefits of some projects, including the Heart of Greenstead, were assured and whether they would be able to deliver a measurable reduction in deprivation. It also felt that whilst Cabinet had a clear view of the benefits of the projects, this understanding was not shared more widely and there was a need for better presentation to the wider public of the benefits that they would bring to the city.

Councillor King, Leader of the Council and Portfolio Holder for Strategy, thanked the Panel for its work, which added value. The recommendation in respect of the presentation of projects was accepted and work to improve this was already underway.

Councillor J. Young, Portfolio Holder for Housing and Communities, explained that in respect of the Heart of Greenstead project, it would be easier to move the project forward if the Council owned the entire site. It was making progress on this. Considerable efforts had been made to involve the community in the project, and again Community 360 had made considerable progress with this, The Community Hub would address the identified needs of the local community. Given the scale of the issues of deprivation and inequality,

this needed to be addressed through changes in government policy and could not be solved through the delivery of the Town Deal projects alone.

RESOLVED that the presentation of the town centre projects be given greater prominence and that resources be made available to help residents better understand the projects in the city centre and the benefits that they would bring to the city and its residents.

REASONS

Cabinet accepted the need for the town centre projects and the benefits they would bring to be given greater prominence to help residents better understand them.

ALTERNATIVE OPTIONS

It was open to Cabinet not to agree the recommendation from the Scrutiny Panel.

745. City Status Update

Draft minute 395 of the Scrutiny Panel meeting of 15 March 2023 was submitted to Cabinet, a copy of which had been circulated to each Member.

Councillor Willetts, Chair of the Scrutiny Panel attended and, with the consent of the Chair, addressed the Cabinet. The Panel had considered that the Year of Celebration was well organised and comprehensive. However, in general terms, the work on City Status appeared to be a rebranding of projects and work that was already underway to improve Colchester, such as the Town Deal and Levelling Up Fund Projects, rather than a new programme specifically resulting from the award of City Status. In this context it was noted that City Status brought no additional funding or resources. It was therefore difficult to identify particular benefits that resulted from City Status. The Panel considered that there remained a view that the focus of the work and events were concentrated in the historic city centre and that it was important that the whole city was involved and felt the benefits. It also identified skills as a key issue which should be addressed through City Status. The Annual Monitoring report demonstrated that there was a skills deficiency and Colchester had a low skills and low wage economy. City Status should be used to drive progress towards a high skills and high wage economy.

Councillor Fox, Portfolio Holder for Local Economy and Transformation, thanked the Panel for their input and considered the debate at Scrutiny to have been very helpful. City Status did bring a real but intangible benefit. It had brought renewed energy to the Town Deal Board and other groups and had helped the University sell Colchester to students and researchers. The Panel was right to focus on skills as a key issue. It was hoped that the current discussions on devolution may result in greater local control or influence on the development of skills.

RESOLVED that:-

(a) A Whole City approach be taken to the work on City Status to ensure that all residents feel involved and were able to take part in the Year of Celebration and that the benefits of City Status were felt across the whole city area.

(b) The improvement of the skills base within the city be an essential part of City Status.

(c) There be a greater emphasis and focus on detailed practical and deliverable plans and targets.

REASONS

Cabinet accepted the need for a whole city approach to City Status and the importance of the need to develop skills within Colchester.

ALTERNATIVE OPTIONS

It was open to Cabinet not to agree the recommendation from the Scrutiny Panel.

746. Financial Monitoring Report – April to December 2022

Minute 352 of the Governance and Audit Committee meeting of 7 March 2023 was submitted to Cabinet, a copy of which had been circulated to each Member.

Councillor Cory, Portfolio Holder for Resources, indicated that he had received some initial feedback from the review of the Capital Programme. An all member briefing would be set up early in the new municipal year followed by a report to the Governance and Audit Committee.

RESOLVED that:-

(a) The Governance and Audit Committee monitor the progress of specific items on the Council's Capital Programme.

(b) Particular attention be given to the budget for Neighbourhood Services to ensure that budgets for the forthcoming financial year were accurate and reflected the current financial situation.

REASONS

There was a need to monitor the Neighborhood Services budget, which had been subject to particular challenges.

ALTERNATIVE OPTIONS

It was open to the Cabinet not to agree the recommendation from the Governance and Audit Committee.

747. Review of Section 106 Developer Contributions

The draft minute from the Scrutiny Panel meeting of 14 March 2023 was submitted to Cabinet, a copy of which had been circulated to each Member.

Councillor Willetts, Chair of the Scrutiny Panel attended and, with the consent of the Chair, addressed the Cabinet. The Panel had been pleased with the progress on the infrastructure audit and database. However, in general terms it had felt that the arrangements around section 106 contributions could be improved. The way projects were identified, and the identification of the contributions that should be sought could be done better. Some opportunities to gain section 106 contributions were missed and there were occasions when agreed contributions were not collected. In addition Councillors were not particularly well linked into the process. Councillors should have greater influence in deciding what infrastructure was needed in their local area. The system would work better if there was a middle ranking officer in place to coordinate the work and give it better focus. Whilst it was appreciated that resources were stretched, this was an area where further resources could deliver real benefits. In addition, Essex County Council should be asked to be more agile in the way they identified projects that required section 106 contributions. There also needed to be better provision of information to members linking the contributions that were collected with the projects that needed resources, enabling Councillors to monitor the situation in their ward.

Councillor Sunnucks attended and with the consent of the Chair addressed Cabinet and endorsed Councillor Willetts comments. He had asked for the review by the Scrutiny Panel to ensure that the Council collected as many section 106 contributions as possible. Infrastructure had not kept up with growth so there was a real need to maximise planning gain and ensure section 106 contributions were collected more efficiently. Essex County Council's guidance to developers needed to be clearer so that they could have a better understanding of the contributions they would be asked to make. This would mean they would have a better appreciation of what they would need to bid for land they wished to develop. It was vital they the Council sought to influence Essex County Council on this issue.

Councillor King, Leader of the Council and Portfolio Holder for Strategy, thanked the Panel for the clear recommendations. The Council was already in the process of recruiting in line with the recommendation from the Panel. Issues around section 106 contributions were not the only reasons behind the infrastructure deficit but it was accepted that the Council needed capacity to ensure it extracted the maximum benefit. Relationships with Essex County Council were improving, which should help influence their procedures in respect of section 106. The recommendations from the Panel were accepted.

RESOLVED that:-

- (a) The monthly report to councillors, detailing available S106 monies, include the Local Infrastructure Delivery Table (LIDP).
- (b) A robust response be provided to Essex County Council, regarding the latest version of the County Council's Developers' Document.
- (c) Further support be given to the infrastructure audit.
- (d) A specialist officer be appointed to oversee S106 and the infrastructure audit.

REASONS

Cabinet considered that the recommendations would help ensure the Council extracted the maximum benefit from section 106 contributions.

ALTERNATIVE OPTIONS

It was open to the Cabinet not to agree the recommendation from the Scrutiny Panel.

748. Progress of Responses to the Public

The Democratic Services Manager 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.

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

749. Report of Urgent Decision taken under Rule 22 of the Cabinet Procedure Rules – Land Acquisition for Development as Part of the Council's New Housebuilding Programme

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

7 June 2023

Report of

**Portfolio Holder for
Neighbourhoods and Waste**

Author

Rosa Tanfield
☎ 0330 0538 047

Title

Garden Waste Collection Service

Wards affected

All Wards

1. Executive Summary

- 1.1 At Full Council in February 2023, important budget savings and income generating schemes to be implemented in this financial year were approved to meet an unprecedented budget gap, limited Government support and £10m of extra costs. One such approved scheme was the introduction of a new paid for Garden Waste Collection Service.
- 1.2 This report provides proposed details of the new paid for Garden Waste Collection Service which will be launched across Colchester City Council in mid-January 2024. This new service will reflect wider good practice, bringing environmental and other benefits, include the health of staff, at a cost similar to that of other local authorities.

2. Recommended Decision

- 2.1 To approve the arrangements for the opt-in paid for Garden Waste service which will replace the existing service with effect from January 2024.
- 2.2 To approve the capital funding and procurement of replacement vehicles as detailed in the report.
- 2.3 To delegate authority to the Portfolio Holder for Neighbourhoods and Waste to adjust the scheme as may be needed, taking account of early take up and experience, to include discounts and promotions.

3. Reason for Recommended Decision

- 3.1 To deliver the budget income previously approved by Full Council and in doing so ensure a balanced budget for 2023/2024.

4. Alternative Options

- 4.1 Several alternative budget savings were considered through the formation of the budget in 2022/2023. To deliver this scale of saving, alternative options such as closing leisure centres would be required. Any alternative option would need to deliver an equivalent budget saving of £600K. One related alternative would be to cease the existing free garden waste collection service, dispose of vehicles and redeploy or make staff redundancies.

5. Background Information

- 5.1 Like all local authorities, Colchester City Council is facing significant financial challenges. Faced with a significant budget deficit, and £10m of extra costs, the council has agreed to a raft of savings and income generation measures to balance its books.
- 5.2 In this context a range of budget options for saving and income generation were approved by Full Council in February 2023. One of these decisions was to introduce a charge for garden waste collections. Garden waste collection is a discretionary service and current legislation enables councils to apply a charge. In doing so, the council can protect essential services. This will also ensure only those who use the service pay for it.
- 5.3 It is proposed that the Council provides an 'opt in' paid for subscription service for the collection of garden waste, similar to those provided by most (reportedly 65%) UK local authorities (see Appendix A).

Options for households

- 5.4 With the implementation of the new service householders will have the following choices:
- Opt into the new garden waste collection service.
 - Opt into the new garden waste collection service with a Neighbour(s).
 - Compost at home with a subsidised composter.
 - Set up a community composting scheme.
 - Take waste to the Household Waste Recycling Centres (HWRCs).
 - Pay to dispose of the garden waste privately, through a licensed waste carrier.
- 5.5 *Home composting* is the most desirable option from both an environmental and a financial point of view as the material is in effect recycled where it is produced thereby avoiding any collection and disposal costs. The Council has joined with Love Essex and getcomposting.com to be able to offer Colchester residents access to specially priced environmental products, where [a garden composter is less than half-price](#). The products are made from 100% recycled plastic, including plastics collected by Councils, as well as industrial waste such as old gas pipes, old wheeled bins and car bumpers.
- 5.6 *Setting up a community composting scheme.* There are currently no known community composting schemes in Colchester, however it is proposed that a grant fund could be developed, to create opportunities for groups to set up a community composting scheme. There are national networks that could be contacted to support those interested in setting up a local community compost site.
- 5.7 Essex County Council (ECC) have conducted composting workshops in the past, delivering them face to face in Colchester. Officers are working with ECC to see if this can continue and will be jointly promoted.
- 5.8 ECC already offer a [free online compost training course](#) provided by Garden Organic. The course has five modules that can be selected, from basics to in depth knowledge, including videos and quizzes. ECC also have a series of [videos](#) online too.
- 5.9 Garden waste can be taken free of charge to the *Recycling Centres for Household Waste* operated by ECC.

Proposal – Paid for Garden Waste service

5.10 The following outlines the current proposal:

- A wheeled bin only service will be provided, where assisted collections will continue to be provided.
- Fortnightly collections will continue, with a pause of two weeks (i.e., one collection cycle) each Christmas to enable staff and vehicles to be redeployed on higher priority and volume routes.
- It will launch mid-January 2024 after the Christmas 2023 pause.
- Households will be issued with a sticker each year to place on their bins, to provide visible back up to the on-board systems for the crews.

Proposed Charges and Customer Process

5.11 The basic Garden Waste proposition consists of up to 3 charges:

£ set-up + £ Bin (if needed) + £ Service

- 5.12 There will be a *one-off set up charge of £10* (This would apply to all new accounts and in addition some later changes such as a 'Move house within Colchester')
- 5.13 Where a customer requires a *wheeled bin* there would be a charge of £30 to cover supply of a wheeled bin and delivery to the address. This cost may change during the year if the cost to the council increases or decreases (i.e., if the cost to the council decreases, the cost to the customer will decrease). If a household already has a wheeled bin, there would be no charge for a wheeled bin.
- 5.14 There will be an ongoing *service charge initially £55/year per bin*.
- 5.15 As a minimum, charges will be reviewed annually as part of the budget and service planning process.
- 5.16 Households can have more than one bin; there will be one set up cost if they request the additional bins at sign up (i.e., if they request two bins when they sign up to the new service, there will be one set up cost. However, if they request an additional bin later in the year, the customer will pay another set up cost)
- 5.17 Details of the customer process are set out in Appendix B.

Residents and households who do not want to subscribe

Household with garden sacks

- 5.18 It is proposed to include some information to residents to promote continued use of garden sacks around the garden and home. Our current plastics recycling contractor has confirmed they can accept Garden Sacks for recycling if they are empty of garden waste and separated from other plastics. This is subject to the 2023 tender exercise for the processing of recycling material, subject to a Portfolio Holder decision imminently.

Household with wheeled bins

- 5.19 We will include an option for residents who do not wish to subscribe to the Paid for Garden Waste service but who already have a wheeled bin, to enable them to have their bins collected for free:
- assuming the bin is empty

- it is placed on the boundary on a specific day, and
- on the understanding that they will need to fund any new bin if they subsequently subscribe to the service in the future.

Timeline, Seasons, Proposition and Promotions

5.20 'Paid for Garden Waste' is best considered as a series of seasons related to when customers sign up and when the service ends:

Season	Start Selling	Stop Selling	Start Service	Half Price Service Offer	Membership Expires
Season 1	Autumn 2023	29th February 2024	16 th January 2024	n/a	31 st March 2025
Season 2	1 st March 2024	28 th February 2025	Once they have sticker and bin (if needed)	1 st October 2024	31 st March 2025
Season 3	1 st March 2025	28 th February 2026	Once they have sticker and bin (if needed)	1 st October 2025	31 st March 2026

5.21 Public marketing and communications will commence in summer 2023. See paragraph 5.23 for details of proposed promotions including a special launch offer.

5.22 Households will be asked to sign up from autumn 2023. The collection service will launch 16th January 2024

5.23 Promotions considered to drive volume include:

SPECIAL LAUNCH OFFER – for 2023/24 only

Sign up to the service from Autumn 2023 to start your service from January 2024 and receive up to 14 ½ month for the price of 12 months (£55). *(other charges may still apply)*

EARLY SEASON OFFER

Sign up to the service in March and April with no set up fee (usually £10) and receive up to 13 months for the price of 12. *(other charges may still apply)*

MID SEASON OFFER

Sign up to the service between October and February to receive ½ price service charge at £27.50, usually £55 *(other charges may still apply)*

Fleet and Operations

Background

5.24 To service kerbside garden waste collections, we currently run a fleet of:

- 1 x Bin Lift Refuse Collection Vehicles (RCV) (serving households who already have wheeled bins)
- 4 x Open Back RCV's (cannot service wheeled bins)
- Additionally, to address capacity needs, on a Friday a second Bin Lift RCV is used.

- 5.25 Analysis of garden waste collection routes suggests a minimum of three Bin Lift RCVs will be required for start of service and we will need one extra Bin Lift RCV before the start of Season 3 dependent on velocity of sign-up.
- 5.26 The existing garden waste fleet, set out above, will be 5 years old (against a 7-year life expectancy) at the start of the new Paid for Garden Waste service and hence it is more cost effective in the longer term to replace any RCVs needing bin lift adaption, rather than upgrading them at a cost of £35k-£40k each.

Proposal

- 5.27 The scheme will require the purchase or lease of two new Bin lift RCVs for start of service December 2023 (or spot hire until delivery) and a further two new Bin lift RCVs, one in September 2024 and the second in September 2025 (one for servicing the growing customer base and one to replace a now end of life Bin lift from the current fleet).
- 5.28 In Season 1 and start of Season 2 the fleet will be reducing by two vehicles from our core fleet and then will increase by one ahead of Season 3, subject to speed of uptake and geography of growth which will be continuously monitored. Spot hire and resource may be needed if growth exceeds capacity.
- 5.29 In addition, we will need to account for a hire Bin Lift RCV for the four key growth months on an ongoing basis to ensure collections are completed to plan.
- 5.30 It is proposed that the existing garden waste fleet (with 2 years serviceable life) will be redeployed to replace other vehicles elsewhere in the fleet which are either end of life or older and which will be de-commissioned, or else sold.

Fleet transition plan and low emission options

- 5.31 In consideration of the [Fleet Transition Plan](#) agreed at the Environment & Sustainability Panel in December 2020, the purchase/lease of new vehicles will still enable the Council to work within the commitments set out in the plan, regardless if the vehicles selected were not low emission alternatives.
- 5.32 Currently the cost to procure a fully electric refuse vehicle is more than double the price of a conventional diesel. This does not include adding the necessary infrastructure to charge these vehicles overnight.
- 5.33 Our Shrub End depot as it stands could facilitate charging one fully electric RCV however any more than one would require significant capital investment in the form of a substation of at least £250k for the substation alone (further costs would be required for infrastructure and connections).
- 5.34 Due to lack of charging infrastructure and financial pressures we are suggesting we procure diesel powered vehicles, that can also be fuelled on Hydrotreated Vegetable Oil (HVO) reducing tailpipe emissions by 90% using revenue from the paid for garden waste service to cover the additional costs of HVO over standard diesel. HVO pricing fluctuates like diesel and currently [May 2023], HVO is approximately £0.60 per litre more.

6. Financial implications

Revenue implications

- 6.1 The current assumptions are that the majority of the revenue costs will be met by the approved revenue budget. The following table sets out the estimated revenue implications of the proposals contained within this report.

	2023/24	2024/25	2025/26
Revenue implications	£000s	£000s	£000s
Recurring Expenditure			
Financial reconciliation and stage payment processing	12	12	13
Operational costs	1	1	1
Seasonal vehicle hire	-	24	25
Community grant offer	2	5	5
Print, media and comms	53	34	36
Saving on garden sacks	(45)	(45)	(45)
Borrowing costs - MRP	-	83	163
Borrowing costs - Interest	25	45	59
Total expenditure	48	159	257
Income			
Income Season 1	(99)	(596)	
Income Season 2		(1,075)	
Income Season 3 (inc, renewals)			(2,066)
Recycling credit income (reduced from non-take up)	36	191	151
Total income	(63)	(1,480)	(1,915)
Overall Net Revenue Impact	(15)	(1,321)	(1,658)

- 6.2 Seasons 1 and 2 (i.e., 2023/24 and 2024/25) income is all from new subscriptions only and assumes a 11% and 17% uptake of eligible households, respectively. It is in Season 3 (2025/26) and subsequent seasons/years that the Council will also achieve renewal revenues.
- 6.3 Due to accounting rules, we are required to show the income in the financial year which matches the year of delivery of the service. Therefore, for those new customers subscribing in 2023/24 (estimated to be £695k of income), it is shown in the table above that we will account for circa £99k of income in that year, and £596k in 2024/25. Income from new customers subscribing in 2024/25 will be accounted for in that financial year.
- 6.4 This means that it is anticipated that there will be a shortfall against the budget saving in 2023/24, but this is expected to catch-up in 2024/25. This shortfall will be monitored and managed as part of the overall in-year financial position.
- 6.5 The Medium-Term Financial Forecast sets out an overall net revenue increase of £600k in 2023/24 and £725k in 2024/25.

Capital Funding

- 6.6 In order to deliver the project as outlined, capital funding is required as follows:

Project Description	2023/24 (£,000)	2024/25 (£,000)	2025/26 (£,000)	Total (£,000)

2023/24 2 Vehicles (£460k) plus Wheeled Bins (£123k) ⁺				
2024/25 1 Vehicle (£250k) [#] plus Wheeled Bins (£306.8K) ⁺	583	557	515	1,655
2025/26* 1 vehicle (£270k) [#] plus Wheeled Bins (£245k) ⁺				

* The 25/26 costs may be revised due to take up in earlier years or changes in cost and performance of electric vehicles

[#] Estimates account for potential inflation

⁺ Dependent on actual volumes. The estimated quantity and costs may vary depending on uptake.

- 6.7 Capital investment for the four new Bin Lift HGVs is part of our Capital Fleet Transition Programme; in this instance we are bringing the replacements forward rather than upgrading older vehicles with short remaining lives.
- 6.8 It is currently assumed that the capital investment shown in paragraph 6.6 will be funded by new Public Works Loan Board (PWLb) borrowing. The estimated impact of this has been included in the revenue implications table at paragraph 6.1

7. Health and Safety Implications

- 7.1 81% of properties in Colchester are using reusable bags for garden waste collections. Over recent years of delivering the revised Waste Strategy, the following issues can be evidenced and summarised:

Issue	Impact
Staff sickness levels	Crews that work on black sacks/garden waste bags have higher level of sickness (11 days per FTE) because of Musculoskeletal Injury than those working on wheel bin rounds (8 days per FTE)
Missed bins	Analysis of the levels of missed bins from both forms of collection identify that it is higher on sack rounds than on wheeled bins (e.g., wheeled bin produced 8.21% of reported missed bins but represent 18.35% of the population.)
Health and safety issues	Research has consistently proven that the level of musculoskeletal injuries associated with using wheeled bins are lower.

- 7.2 The previous introduction of wheeled bins to certain areas of Colchester has provided valuable data to help develop the proposals. Implementing wheeled bin collections for garden waste through this project will help improve staff wellbeing and performance.
- 7.3 Households who currently have an assisted collection in place, as they are unable to place their recycling and rubbish out for collection, will continue to have this service in place for the Paid for Garden Waste service.

8. Publicity Considerations

- 8.1 A full communications plan with clear, concise key messages, with a strong call to action to drive for information/subscription will be developed. A range of media will be used, including messaging on residents' bins and using the best media for engagement (and therefore reach of message) for particular key messages on our social media channels throughout the campaign. A webpage has already been set up sharing some information, and this will continue to be populated as the scheme develops:
www.colchester.gov.uk/recycling-and-rubbish/2024-garden-waste-collection/

9. Consultation

- 9.1 A consultation was commissioned in September 2022 to engage residents, councillors, and other local stakeholders (local business owners and workers), to hear their views on the future of Colchester and how the Council should address the key challenges facing Colchester which will be outlined in the councils Strategic Priorities for 2023-2026. The Strategic Plan sets out how Colchester City Council will play a part in making Colchester a place where people want to live, learn, work and visit.
- 9.2 Residents were asked to rank the budgetary areas (that cost the council the most to run) in order of importance to them. 85% of respondents ranked 'Environment' either first or second (out of 9) in order of importance to them in terms of budget spend.
- 9.3 At the discussion groups, ideas were discussed with residents that could potentially save money for Colchester City Council. These ideas included changes to waste and recycling collection. It was unanimous in the room that the participants would do whatever would be more cost effective for the council when it came to recycling. If sorting recycling (or putting all on one bag) would save money for the council, they would do it – in the hope it opened up more recycling opportunities.
- 9.4 The outline proposals for cost savings was set out and agreed at the Cabinet meeting of January 2023, including the outlined proposal set out in this report.

10. Equality, Diversity and Human Rights implications

- 10.1 As this proposal is a major change to a policy an Equality Impact Assessment (EIA) has been completed: www.colchester.gov.uk/chargeable-garden-waste-service/. This identifies that some protected characteristics may find it difficult to manoeuvre wheeled bins and some may find it difficult to access the service. To address these difficulties, the Assisted Collection Service will continue to help customers who have particular difficulty in presenting their waste on the boundary of their property. This will extend to assisting with wheeled bins where appropriate. Additionally, website information can be translated via online translation websites/tools. Customers whose first language is not English can request that letters or leaflets are provided in a preferred language. Officers have access to a range of translation tools including text translation, instant telephone translation and face-to-face translation services.
- 10.2 It is considered that the proposals do not breach human rights as a service will continue to be offered.

11. Strategic Plan References

- 11.1 The proposal directly links to the vision, themes and objectives of the Strategic Plan 2023-26 – A City Fit for the Future: Respond to the climate emergency – Continuing to be a leader in waste and recycling collections through the review of waste and recycling

services and collection arrangements simplified and revised to support the government recycling collection targets of 70%.

12. Health, Wellbeing and Community Safety Implications

- 12.1 This decision and proposal does not have any potential impacts to health and wellbeing outcomes for the public. As set out within the report, those residents who have difficulties manoeuvring wheeled bins will continue to receive support through assisted collections.
- 12.2 It is not considered that community safety or crime and disorder will be impacted.

13. Risk Management Implications

- 13.1 Garden waste charging is normal for [65% of councils](#) and not charging would mean additional funding would need to be found from other services, if possible, with potentially more difficult consequences.
- 13.2 The costs set out in the report are based on estimates and current costs. A variety of tender exercises will need to be undertaken for certain aspects of the programme, such as wheeled bins and fleet.
- 13.3 The Environment Act (2021) and more specifically the outcome of the consultation on the 'consistency in household and business recycling collections in England' has not been published. It had consulted on free garden waste collections with charges for additional bins. There is a risk the new legislation could change the mechanisms for charging for garden waste collections.
- 13.4 The Council currently receives payment from Essex County Council that support the operation of garden waste services in Colchester, and these are known as credit claim payments and are paid on each tonne of household garden waste the Council collects for composting, so there is a risk to the budget if the compost payments were to change in the future.

14. Environmental and Sustainability Implications

- 14.1 The consideration of environmental and sustainability implications of the decision being taken is set out in the table below:

Sustainability theme	Positive environmental impact	Neutral impact/ Not applicable	Negative environmental impact	What are the positive and negative impacts on carbon reduction / environment?	How will positive impacts be enhanced/ encouraged? And negative impacts minimized or eliminated
Energy		✓		n/a	n/a
Waste	✓			Encouraging residents to consider other means of dealing with green waste, other than through kerbside collections.	A media campaign will be launched. Composting videos and training will be offered, as

					outlined in the report
Procurement	✓			Procurement will follow the council rules. However, the move to wheeled bins will reduce the ongoing demand for garden sacks. Wheeled bins can also be refurbished and reused	As the programme is carried out, the council will offer the ability to collect wheeled bins if they are not needed. Promotion of the alternative uses of garden sacks that are no longer needed will be made. Garden sacks can also be taken by our current recycling contractor.
Biodiversity and green spaces		✓		<p>The proposal aims to support home composting which can be used as an environmentally friendly way to fertilise soil and support garden wildlife.</p> <p>There is a possibility that charging for garden waste could lead to fly tipping and bonfires which could harm biodiversity and green spaces.</p>	<p>Communications will take place to promote composting and access to subsidised compost bins and tips for composting.</p> <p>Potential for comms to be used to support campaigns like No Mow May etc. in line with reducing garden waste and creating gardens that support wildlife, in line with Council's approach to management of many of its green spaces</p>
Transport	✓			Less vehicles will be required to deliver the service. Reducing the need for a vehicle to travel to all properties and going forward, only travelling to those properties requiring collections.	n/a

				<p>New vehicles will be purchased with the latest engines and propose to be fueled on HVO.</p> <p>There is potential for an increase in residents driving to the HWRC to drop of their garden waste, contributing to congestion and pollution at this site</p>	
Adaption		✓		n/a	n/a
Water		✓		n/a	n/a
Digital		✓		The service will be accessible online, albeit for those that are unable to access the service, support will be provided by the Customer and Support team.	n/a
Community	✓			Promotion and support of community composting will be incorporated into the project.	This will be encouraged through the Community Enabling team and online.
Housing/ Development		✓		n/a	n/a
Carbon Emissions saving		✓		<p>The proposal will lead to a reduction in fleet vehicles used to collect garden waste. There is the potential for mileage completed by the vehicles to reduce as well as a result of the changes to garden waste collections with less households to pick up from.</p> <p>There is an intention to use HVO in the vehicles which would also reduce emissions.</p> <p>Increased journeys to the HWRC could lead to more emissions, but it is difficult to</p>	n/a

				determine the impact of this currently.	
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Appendix A - Local Authority comparators

Research carried out by the Press Association in 2019 shows that 65% of local authorities in England charge for a garden waste service, at an average cost of around £46 per year. Prices range from £22 per year in Richmondshire, North Yorkshire to £96 per year in Harlow, Essex. The Association for Public Service Excellence (ASPE) report [“State of the Market Survey 2022 – Local Authority Refuse Service”](#) indicate that 54% of authorities charge for garden waste collections, up from 42% in 2021, with a further 5% of authorities considering the introduction of a charge in the next 1-2 years.

Benchmarking across other local authorities has been carried out and the results are provided in Appendix A. It should be noted that these costs are for the current year, and it is likely that all Councils will be reviewing and increasing their charges for 2023/24 and beyond.

Officers are aware that Braintree District Council are presenting proposals shortly, to introduce a chargeable service starting December 2023. Public communications will start in September 2023. Similar to this proposal, they are encouraging early sign up with 16 months for the price of 12; they too will pause for 2 weeks over the Christmas period. They are proposing a setup fee of £25, a £30 charge for new wheeled bins and considering an annual fee between £45 and £55.

Officers are also aware that Basildon District Council are also presenting proposals to start a charge for garden waste collection as part of their new waste collection strategy, which has seen the introduction of wheeled bins and the separation garden and food waste collections.

LA	2023/24	
	Garden Waste Charge	Method of collection
Basildon	23/24 £25 first container, £15 others (Part Year) 24/25 £50 first container, £25 other containers (each)	Fortnightly 240L standard or 180L available 37 collections 23/24 46 collections 24/25
Babergh / Mid Suffolk	£10 set up cost. Babergh - £59.00 Mid Suffolk - £59.00 per year	Fortnightly Wheeled bins only Two week seasonal pause
Braintree	£0 <i>Proposals are being presented imminently (see earlier in report)</i> Additional bins – 180L £35.60	Choice of Small 140L, Standard 180L, Large 240L at no extra cost.
Brentwood	£60 per year for hire of garden bin £4.00 for a roll of 10 garden sacks	Fortnightly
Castle Point	£7 for 20 sacks or £37 for a 240L bin Half price from October	Weekly collection with no winter break - bin or sacks
Chelmsford	£0	Fortnightly collection 240L standard
Harlow	£44 per annum. £33 one-off set up fee for all new customers. After April sign up cost reduces each month.	Fortnightly Bin or sacks

	<p>Re-joining fee £10 if service cancelled in the year.</p> <p>Ad-hoc now only accepting compostable sacks purchased @ £20.00 for roll of 20.</p>	
Ipswich	<p>£0</p> <p>Charge for additional bin £59.19 per year for 240L bin</p>	<p>Fortnightly</p> <p>140L or 240L bin.</p>
Maldon	<p>£56.00 full year £28 from 1st Oct - 31st March.</p> <p>Additional bins – charged at the same rate as a new subscriber. Bin Provision £31</p>	<p>Weekly collection: March – November</p> <p>Fortnightly collection: December – February</p> <p>240L</p>
Southend	<p>Veolia provide the service.</p> <p>Garden waste sacks (roll of 10) £11.00 240L bin - £33.00 Subscription buy DD - £69.50 Subscription by non-DD - £82.00 New customers need to buy a bin and subscription.</p>	<p>240L or sacks</p> <p>Weekly collection</p>
Tendring	<p>£90 for the first year (includes £35 set up fee) £55 per year thereafter</p>	<p>Fortnightly with 2-week Christmas break</p> <p>240L</p>
Thurrock	<p>£0; but charge for wheelie bin replacements: £39.50 for a new wheeled bin £20 for a new wheeled bin if you are aged 60 or over. £20 for a new wheeled bin if you receive certain benefits – proof of entitlement will be needed.</p> <p>Service Suspended</p>	<p>Fortnightly</p>
Uttlesford	<p>£50 for online and cash/cheque payments,</p> <p>25% reduction if in receipt of LCTS which is £37.50.</p> <p>New customers also required to pay £25.50 for a garden waste bin.</p> <p>Additional bins £23.63</p>	<p>Fortnightly</p>

West Suffolk	£47 per year per bin.	Fortnightly Wheeled bins only Max 4 bin subscriptions
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Appendix B - Customer processes

How can a household/resident sign up?

In line with other services such as Council Tax, the Paid for Garden Waste service will be 'digital by default' with online subscription and service. Where customers do not have access to internet services, they will be able to transact via the Contact & Support service to subscribe or manage their service such as reporting missed bins.

How will payments be taken?

A Direct Debit payment will be taken at point of subscription and then annually starting on 1st April 2025 whilst the subscription remains in place. If a customer increases the number of bins or moves house within the City boundary, then the new charges will again be taken at point of change. No payment plan option is available. Telephone subscriptions will be by Card Payment.

How long will the service be in place?

The service will be on an opt-in basis; once subscribed, a customer will need to opt-out before a cut-off date due to the timing of the new year's direct debit for the subscription. Telephone customers will need to phone in to renew their subscription.

What about if a householder/resident moves home?

Customers moving within Colchester to an address eligible for Paid for Garden Waste will be able to pay an administration charge to cease the service at the current address and receive the service at a different address and will move their wheeled bins with them.

Customers moving out of Colchester will be able to stop the service but there will be no refund offered in line with other Authorities.

What happens when a householder/resident stops their service?

There will be no charges to stop or reduce (from 2 bins to 1 bin) the service. However, customers will need to stop/reduce the service via a simple online transaction prior to the start of a new financial year or else they will remain opted-in.

Where a customer wants to stop the service, we will continue to deliver the subscribed service until the end of the financial year and then stop. The bin will remain at the property unless the customer asks us to collect it.

What if a resident passes away?

Where a customer passes away during the financial year there will be no more charges from the point we are notified.

How will the crews know who to collect from?

To ensure our crew only service paid for subscriptions in line with other Councils we will issue a different brightly coloured sticker each season to current subscribers. This will prevent non-subscribers leaving their bins out on the kerbside for collection, prevent confusion for our crews and allow crews to notify the service centre specific bins as 'wrong sticker' where for instance a customer has two bins but only one subscription. In conjunction with our in-cab system this should optimise performance.

How will the Council know if a wheeled bin is needed by the household?

When households subscribe to the Paid for Garden Waste service, we will use the data on properties on existing Wheeled Bin routes to identify whether the property has already got a wheeled bin and determine whether the customer needs to fund a bin to join the Paid for Garden Waste service. We may ask customers to confirm our data at point of sale to deliver the best possible customer experience.

Will the Council collect garden waste from any wheeled bin?

Paid for Garden Service will only service Colchester City Council branded Wheeled bins, this policy will reduce confusion for our crews and ensure the best possible collection rates.

Who owns the wheeled bins?

The Council will continue to 'own' the bins. Households will only make one payment for the bins - at set up. Households who already have wheeled bins will not be charged, unless they require more bins.

What size wheeled bins will households get?

To help make the service suitable for as many properties as possible it is proposed that households will be able to choose the size of wheeled bin they can accommodate. Currently we provide 240l which will remain the standard bin, householders could also select a 140l smaller bin. The service charges will remain the same as outlined earlier in this report. There is no intention of offering different service costs for different bin sizes because a smaller bin will cost the same to service and due to size will deliver a lower Credit Claim income. However, if the cost of the 140l bin is significantly cheaper than the 240l this lower one-off cost will be passed to the household.

Can households have more than one bin?

Households can have more than one bin up to a limit of 4 bins per property. If a new customer orders multiple bins there will be one set-up charge. If a customer wishes to add a bin at a later date, there will be a set-up charge.

Can the Council provide refurbished/pre-loved/second-hand wheeled bins?

We will also investigate how we could provide a recycled wheeled bin to the household using any stock recovered from those requesting we collect their wheeled bin. This option may not be available at launch.

Report of	Cient & Business Manager	Author	Terri Hamilton ☎ 03300 538007
Title	Acquisition of Seven New Build Homes from a Developer as Part of the Council's New Housebuilding Programme		
Wards affected	Mile End		

1. Executive Summary

- 1.1 In 2019 the Council committed to deliver up to 350 additional social homes owned by the Council over 5 years. It is currently on track to meet this target although the Covid pandemic has had some impact on some of the original projects. In July 2020 the Council agreed a report that set out further options for new delivery options. This report takes a lead from those further options and recommends that the Council acquires 7 completed "off the shelf" units directly from the developer at a site off Boxted Road, Mile End as another method of delivering new social housing owned by the Council within the Housing Revenue Account (HRA).
- 1.2 The developer has previously obtained planning permission to build 26 units on the site and is already in the construction phase; with completion estimated for late October 2023. There is a mix of 3 and 4 bed units, most of which will be sold on the open market and a Section 106 agreement securing 5 homes allocated as affordable housing. The developer has since agreed to sell 7 units directly to the Council, subject to Cabinet Approval, with the possibility of further negotiations for additional units closer to the completion date.
- 1.3 The developer has agreed to meet the required Council specifications provided by Colchester Borough Homes, who would manage the homes once they are handed over. Thus, the properties will be high quality and energy efficient. Colchester Borough Homes will provide the service of Clerk of Works and continue to work with the Developer to ensure the required standards are met through their construction phase.

2. Recommended Decision

- 2.1 To agree that the Council shall pursue this opportunity as set out in the report and proceed with the offer, as outlined in Part B of this report, for the 7 units.
- 2.2 To delegate authority to the Chief Operating Officer, in consultation with the Portfolio holder for Housing & Communities, to agree any negotiate any subsequent purchases of homes closer to completion, subject to normal viability and valuation considerations.
- 2.3 To delegate authority to the Chief Operating Officer, in conjunction with the Portfolio Holder for Housing & Communities, to approve the exchange of conditional contracts to acquire the units, and any other related matters, to complete the purchase when all conditions are satisfied.

- 2.4 To agree to the appointment of Colchester Borough Homes as a “clerk of works” or “employers agent” to supervise the quality of the construction of the homes to be acquired.

3. Reason for Recommended Decision

- 3.1 There are approximately 2,590 households on the Council’s Housing Register seeking social housing and approximately 285 households in temporary accommodation. It is a priority of the Council, as shown by its New Housebuilding Programme, to try and find new ways to provide more homes in response to this need.
- 3.2 The Council is delivering affordable homes, but it is still continually seeking new and innovative ways to increase the supply of affordable housing and provide good quality, affordable and secure homes for Colchester’s residents who are in housing need.
- 3.3 Although there is a supply of new affordable housing through Section 106 provision via Registered providers, alongside Council led projects, supply is not meeting the need. The Covid impacts have slowed affordable housing delivery in the market, and for the first year the Council delivered more affordable homes through its delivery Programme (including the Acquisition Programme/100 Homes) than all other Registered Providers combined; which evidences the importance of the Council’s role.
- 3.4 These acquisitions will increase the Council’s housing stock and diversifies the methods to bring forward additional affordable housing. This will also strengthen the Council’s investment partner status with Homes England and will provide more opportunities to bid for Affordable Housing Grant within the 2021/26 affordable homes programme.
- 3.5 In Colchester, within the priority Bands A-C, there are approximately 535 applicants on the Housing register with a need for a 3+ bed property. This makes up for 21% of the housing register need. There is an average waiting time of 16.5 months for a 3+ bed property for applicants in bands B and C (Average waiting time of 6.5 months for applicants in Band A).
- 3.6 There are approximately 90 families in temporary accommodation within Colchester with a 3+ bed need. Residing in temporary accommodation, over a prolonged period of time, may have a negative impact on the families and their support network, as well as placing the councils allocated budget under significant pressure.
- 3.7 There are currently 32 families, in priority bands, with a need of a 3+ bed property in the Mile End Ward alone.
- 3.8 Proceeding with this opportunity and other similar opportunities, to work with developers to acquire units as part of their development, will help to alleviate pressure on the housing register, temporary accommodation and relevant budgets as well as allowing developers to continue to develop within the Colchester area.
- 3.9 It is estimated that these units will be available between August 2023 and October 2023, providing much needed homes within a short timeframe.

4. Alternative Options

- 4.1 The Council could do nothing, but this will mean the Council will miss out on opportunities to maximise the delivery of newbuild social rent housing in Colchester and it will mean that households on the housing register and in temporary accommodation will wait longer for a secure affordable home.

5. Background Information

- 5.1 In January 2019, the Council agreed to explore a range of potential projects that could deliver an additional 350 new affordable council homes over 5 years, borrowing up to £75m in the Housing Revenue Account (HRA) and delivering the first newbuild Council Homes since the "Phase 1 Garage Sites" were developed in 2015.
- 5.2 The projects that have been progressed include "Phase 2 Garage Sites" and "Phase 3 Garage Sites", alongside developing 100% affordable homes at Military Road, purchasing former Council Homes through the "Right to Buy Back" or the open market, and reinvigorating the Sheltered Housing Improvement Programme which has involved the redevelopment of Elfreda House.
- 5.3 Bringing forward additional housing was agreed in 2020, including options such as "Package Deals", "Targeted" acquisitions and/or Changes of Use were proposed, which would include strategies such as purchasing vacant units and approaching landholders in the borough or establishing new partnership working. This included the Council contacting housebuilders who may require more certainty over sales in order to deliver sites.
- 5.4 This report has followed one of those lines of exploration and proposes to bring forward additional affordable housing supply through an agreement with a developer to acquire completed "off the shelf" units, that will meet the councils standards and specification. This project would be in keeping with what was previously proposed at Cabinet in July 2020 where the Council can pursue "targeted acquisitions".
- 5.5 In leading and delivering the New Council Housebuilding Programme, the Council achieved "Investment Partner Status" with Homes England in 2021. The Council can now bid for grant from Homes England to subsidise the affordable housing developments. The Council have been successful in obtaining grant for HRA Garage Sites Phase 2 (Buffett and Scarfe Way and Hardings Close), Military Road and Elfreda House, and more recently HRA Garage sites Phase 3 (Cross Cottages and Wheeler Close). The grant makes the delivery of newbuild social rent housing more viable to deliver and reduces the Council's HRA borrowing (and overall debt).
- 5.6 The Council intends to continue to utilise its Investment Partner status by bidding for grant for subsidy towards all qualifying affordable schemes in the development programme going forward.

Proposal

- 5.7 The Council has been exploring avenues to work with developers to acquire suitable units, at a discounted rate, directly from the developers as “off the shelf” acquisitions. As a result, the Council was made aware of a potentially suitable development off Boxted Road in Mile End. The developer was seeking a suitable Affordable Housing provider to acquire the section 106 units.
- 5.8 This site will provide a total of 26 units with a mix of 3 and 4 bed properties. The Council has provisionally agreed to acquire 7 of the units, with the potential to agree further acquisitions closer to the completion date. This includes 6 x 3 bed houses, and 1 x four bed house. The 4-bed house has potential to be converted into a 5 bed house with a wet room if required. In addition the homes are energy efficient, with an estimated EPC rating of B83.
- 5.9 A viability appraisal has been completed to ensure that the offer for the 7 units is viable. A red book valuation provided by an external agent estimates the open market value of the units, showing the acquisitions to be value for money
- 5.10 Colchester Borough Homes will provide the service of the “Clerk of Works” and will work closely with the council and the developer to ensure that the units are delivered to a high standard and meet the councils specification. The homes will be designed to meet Nationally Described Space Standards and will be as energy efficient as possible with an estimated EPC rating of B83.
- 5.11 This opportunity will enable the Council to bring forward additional affordable housing which may qualify for Homes England Grant funding under the Affordable Homes Programme 2021-2026. The Council will submit a bid for grant funding towards the costs of this scheme. In the unlikely event that the bid to Homes England is unsuccessful, the Council can choose to subsidise the project through the Right to Buy Receipts reserves or other internal subsidies.
- 5.12 Any offer to the developer would be subject to satisfactory valuation, clean title and all necessary due diligence.

6. Equality, Diversity and Human Rights implications

- 6.1 The New Council Housebuilding Programme has an existing EQIA. 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.
- 6.2 Maximising the supply of new homes is part of the Council’s commitment to improving communities and our city as a place to live. By 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).

- 6.3 The proposals will help to improve the housing conditions and life chances of people with protected characteristics, including homeless people, low-income households, people with disabilities and families on the housing needs register. They will therefore have a positive impact on Equality and Diversity.

7. Strategic Plan References

- 7.1 The services and projects delivered by the Council and CBH contribute directly to the following Strategic Plan 2023-2026 priority areas:

- **Respond to the climate emergency**

Reduce our carbon footprint.

Ensure Council homes benefit from increased energy efficiency

- **Deliver Modern Services for a Modern City**

The Colchester Council family of organisations work together to a shared and ambitious vision for the future of our city.

Continue to invest in our homes to deliver quality social homes and services for tenants and leaseholders.

Put communities and their needs at the heart of our vision and support local areas as they help shape and deliver services which are most important to them.

Work closely with partners, charities and organisations to add value.

- **Improve health, well-being, and happiness**

Tackle the causes of inequality and support our most vulnerable people.

Work with residents and partners to address quality of life and issues of happiness.

- **Deliver homes for those most in need**

Increase the number and quality and types of affordable homes.

Meet our duty to prevent or assist those facing homelessness.

8. Consultation

- 8.1 This report does not require public consultation. Consultation took place at the planning stage of this development.

9. Publicity Considerations

- 9.1 This report does not require any publicity considerations. The units will be advertised for applications via the Gateway to Homechoice.

10. Financial implications

- 10.1 A provision for further Council new build schemes was included for 22/23 and 23/24 in the Housing Investment Programme agreed by Cabinet on 26th January 2022 and 25th January 2023. It is intended that that this will support expenditure arising from this project in this financial year.
- 10.2 The total cost of the project to the HRA, including estimated Homes England funding, for the units is outlined in Part B of this report.

11. Health, Wellbeing and Community Safety Implications

- 11.1 Health, wellbeing and community safety would be positively influenced by the provision of new affordable and well-designed affordable housing that help improve the quality of life for future occupants.

12. Health and Safety Implications

- 12.1 There are no particular health and safety implications attached to the decision. Construction health and safety is managed by the developer and will be monitored by Colchester Borough Homes on behalf of the Council.

13. Risk Management Implications

- 13.1 There is a risk that the development could be delayed or construction is not completed. This will be mitigated through legal contracts, with the completion of contracts being subject to relevant terms and conditions. The developers solicitor will retain the deposit as a stakeholder, which would be fully refundable to the Council, if the development does not meet the conditions stipulated.
- 13.2 The effects of Covid and Brexit have delayed newbuild projects and increased cost due to lack of labour, materials, components and delivery drivers. This risk will be mitigated by a set offer being agreed for the units, and with a completion long stop date being included in the contract.
- 13.3 The site may have issues that affect the deliverability and viability of the units, such constraints due to Rights of Way and Easements. Contracts will not be exchanged until all due diligence is complete, and the solicitors can confirm a good freehold title for each unit.

14. Environmental and Sustainability Implications

- 14.1 The units are being developed to a high standard, with input on the specifications from Colchester Borough Homes. The units have an estimated EPC rating of B83.

Report of	Monitoring Officer	Author	Andrew Weavers
Title	New Scheme of Delegation to Officers		☎ 282213
Wards affected	Not applicable		

1. Executive Summary

- 1.1 To approve the new Scheme of Delegation to Officers from the Leader attached to this report following the review of the Senior Leadership Team and for it to be brought into immediate effect.

2. Recommended Decision

- 2.1 To approve the attached new Scheme of Delegation to Officers from the Leader and for it to come into immediate effect.
- 2.2 To delegate to the Monitoring Officer in consultation with the Leader of the Council authority to make any subsequent or consequential amendments.

3. Reasons for Recommended Decision(s)

- 3.1 The Scheme of Delegation to Officers from the Leader is required to be updated following the completion of the review of the Senior Leadership Team and appointment of Heads of Service.

3. Alternative Options

- 3.1 No alternative options are presented.

4. Supporting Information

- 4.1 At its meeting on 16 November 2022 the Cabinet agreed a report from the Chief Executive which detailed the proposed changes to the Senior Management Team arrangements. As part of this an interim Scheme of Delegation to Officers was agreed.
- 4.2 Following completion of the review of the Senior Management Team arrangements and the appointment of the new Heads of Service as part of the Senior Leadership Team, appropriate delegations need to be agreed. Attached to this report at Appendix 1 is new Scheme of Delegation to Officers from the Leader of the Council which reflects the new structure. This scheme will require further modification(s) going forward and a delegation to the Monitoring Officer in consultation with the Leader of the Council is included to facilitate this.
- 4.3 At present the role of Head of Strategic Housing is currently vacant and whilst this is being recruited to interim arrangements will be put in place to cover this role.

5. Strategic Plan References

- 5.1 The manner in which the Council governs its business is an underpinning mechanism in the Council's Strategic Plan aim to deliver modern services for a modern city.

6. Publicity Considerations

- 6.1 The amended Scheme of Delegation will be publicised by inclusion in the Constitution which is published on the Council's web site.

7. Financial, Equality, Diversity and Human Rights, Consultation, Community Safety, Health, Safety and Risk Management and Environmental and Sustainability Implications

- 7.1 None identified.

Colchester City Council

SCHEME OF DELEGATION TO OFFICERS

June 2023

The Leader of the Council has delegated to individual members of the Cabinet most of the executive powers of implementation within the confines of the Council's budget and policy framework.

In addition, the Full Council has delegated some of its regulatory powers to the Planning Committee, Local Plan Committee, Licensing Committee and Governance and Audit Committee.

In order to ensure that business is conducted efficiently and that services are provided to the specified standards, the Leader of the Council, the Full Council, Planning Committee, Local Plan Committee and Licensing Committee has delegated some of their powers to officers.

There are two schemes of delegation which have been approved by the Leader of the Council:

1. Powers delegated to Cabinet Members.
2. Powers delegated to Officers.

The following conditions apply to the powers delegated to officers by the Leader of the Council, the Full Council, Planning Committee, Local Plan Committee and Licensing Committee.

1. Every delegated power shall be exercised in the name of the Council.
2. The exercise of delegated powers shall be subject to the decision not being contrary to any policy of the Council as embodied in a formal resolution and recorded in the minutes of the Full Council or relevant Committee.
3. All Key Decisions taken under this scheme are subject to the Call-in Procedure.
4. No officer shall exercise any delegated power that comprises a Key Decision unless that decision is contained within the Council's Forward Plan and complies with the Forward Plan process.
5. An officer exercising delegated powers shall do so in a manner consistent with the policy of the Council current at the time. The Proper Officer shall be the final arbiter of the interpretation of policy in relation to any matter.

6. In exercising delegated powers, an officer may incur expenditure only if an appropriate provision has been made in the approved annual estimates and/or capital programme except as otherwise provided for in Financial Regulations.
7. No action may be taken which is contrary to the Council's Constitution.
8. Where powers to acquire or dispose of property or land are being exercised, the delegation is subject to such acquisition or disposal being in accordance with terms approved by the District Valuer or other professional officer.
9. Delegated powers to acquire property shall not include power to acquire property compulsorily and any proposal to make a Compulsory Purchase Order shall be submitted to the Full Council as a recommendation.
10. Powers delegated to an officer may be exercised by another officer (including an officer of a Council owned company) acting on behalf of the named officer, provided the latter has authorised the other officer so to act.
11. The Proper Officer may require that a decision which may be taken by an officer under this scheme shall be referred to the Leader of the Council, Full Council or relevant Committee, for determination.
12. An officer exercising delegated powers in respect of any Key Decision shall record the decision and the reasons for it on the Decision Notice and shall deliver it to the Proper Officer who shall publish the Decision Notice in the approved manner.

Note Any reference to an Act of Parliament or Statutory Instrument shall include any statutory amendment or modification thereof.

Any reference in this Scheme of Delegation to Heads of Service includes the Director of Finance (S151 Officer) and the Director, ICT and Transformation.

Head of Economic Growth
 Head of Governance (and Monitoring Officer)
 Head of Health Partnerships and Wellbeing
 Head of Museums, Culture and Tourism
 Head of Neighbourhood Services
 Head of Operational Finance
 Head of Parking
 Head of People
 Head of Planning
 Head of Public Protection
 Head of Sport and Leisure
 Head of Strategic Housing
 Head of Sustainability

Director of Finance (and Section 151 Officer)
 Director of ICT and Transformation

SCHEME OF DELEGATION BY THE LEADER OF THE COUNCIL TO OFFICERS

Delegated to the Chief Executive

GENERAL

1. To act as District Controller in all emergency matters.
2. To implement the electoral registration function.

HUMAN RESOURCES

1. The implementation of locally determined pay awards to the employee group in accordance with the Council's agreed pay strategy for Council employees.
2. To hear and determine all appeals by the Deputy Chief Executive and Executive Director Place, Chief Operating Officer and Strategic Directors relating to dismissal following the Council's Disciplinary Procedures.
3. Approval as Head of Paid of Service of any Special Severance Payments between £30k and £100k following approval by the Leader of the Council
4. Approval of any flexible retirement decision with pension strain in accordance with the Local Government Pension Scheme discretions.

Delegation to Deputy Chief Executive and Executive Director Place and Chief Operating Officer

1. Power to authorise requests in relation to applications for, renewal of and cancellation of covert or directed surveillance in accordance with the Regulation of Investigatory Powers Act 2000. Any application that involves any confidential material (as defined within the Act) must be authorised personally by the Chief Executive.
2. To hear and determine all appeals by all employees (below Head of Service level) relating to dismissal following the Council's Disciplinary Procedures.

Delegated to Deputy Chief Executive and Executive Director Place

COLCHESTER COMMERCIAL (HOLDINGS) LIMITED

1. Authority to act as client officer for the Council in relation to matters related to Colchester Commercial (Holdings) Limited and its subsidiary companies.
2. Authority to act as the Council's shareholder representative in relation to Colchester Commercial (Holdings) Limited and to cast the Council's vote at any relevant Board or shareholder meeting.

**Delegated to the Chief Executive, Deputy Chief Executive and
Executive Director Place, Chief Operating Officer, Strategic
Directors and Heads of Service**

[Where matters have been delegated in this Scheme to Heads of Service, the delegation may also be exercised by the Deputy Chief Executive and Executive Director Place, the Chief Operating Officer or a Strategic Director.]

FINANCIAL RESOURCES

1. To authorise financial remedies or compensation including waiver or reduction of fees, ex-gratia or goodwill payments up to £3000 (Chief Executive) or £1000 (Strategic Directors).
2. To incur revenue expenditure and recover revenue income up to the levels contained in the annual estimates of expenditure and income or any other approved revisions thereto.
3. Authority on behalf of the Council subject to sub paragraph (a) to enter into any contract or variation(s) for works, supplies and services which do not exceed the value of £100,000 or does not form part of a series of contracts or variations the total aggregate value or amount of which does not exceed £100,000.

(a) provided that such contract(s) or variation(s) are in accordance with the existing practice of the Council and the expenditure involved is authorised within the Council's Financial Regulations.
4. To dispose of surplus or obsolete equipment, plant, vehicles and stock on the most favourable terms in accordance with the Council's Financial Regulations.
5. When a contract is won in open competition with another local authority or public body, following acceptance of the tender, power to offer to amend the tender sum if the authority or body is prepared to waive the requirement of a performance bond.
6. To employ such sub-contractors as may be required to fulfil all obligations entered into by the Council.
7. To purchase such works, supplies or services required to fulfil all obligations entered into by the Council.

HUMAN RESOURCES

8. Subject to corporate policies and standards, to determine staffing levels for their Services, including variations to meet budgetary and business plan requirements and to maintain efficient and effective services.
9. Subject to corporate policies and standards to determine recruitment, training and dismissal of staff.

**Delegated to the Chief Executive, Deputy Chief Executive and
Executive Director Place, Chief Operating Officer, Strategic
Directors and Heads of Service (continued)**

10. Subject to corporate policies and standards to approve secondary employment, leave, overtime, training courses, membership of and attendance at professional bodies, granting of ex-gratia payments up to £1000 (Chief Operating Officer) or £500 (Heads of Service) to staff for damage and/or destruction of personal items resulting directly from their employment.

GENERAL

11. In respect of every function of the Council, power to serve Notices under section 16 of the Local Government (Miscellaneous Provisions) Act 1976 requiring information on interests in land.
12. To select shortlists of contractors to be invited to tender contracts with the Council from those available pursuant to the Contract Procedure Rules.

Delegated to Head of Economic Growth

ECONOMIC DEVELOPMENT

1. Power to take action within the approved budget and approved policy objectives of the Council in relation to the promotion of economic development in the City including the Economic Growth Strategy
2. Management of Team Colchester (Town Deal, Town Investment Plan and Levelling Up Funding).
3. Management of the City Centre Masterplan
4. Support the effectiveness of the operation of Business Improvement Districts.
5. Partnerships that improve and encourage business opportunities.
6. Promotion, influence and improvement of lifelong learning and skills.

Delegated to Head of Governance

ENVIRONMENTAL PROTECTION

1. To apply for an injunction to prevent the occurrence of indoor or outdoor entertainments (or similar events) where, in the opinion of the Head of Public Protection, there is risk that a nuisance or a hazard to health and/or safety may be created and to give an undertaking in damages to a court if required.
2. Power to institute legal proceedings under the Dogs (Fouling of Land) Act 1996.
3. To prosecute applicants for hackney carriage and private hire licences who give false information on their application forms.
4. Power to institute legal proceedings under the Shops Act 1950 and the Sunday Trading Act 1994.
5. Power to institute legal proceedings under legislation relating to the quality, safety and content of food.
6. Power to institute legal proceedings under the Environmental Protection Act 1990 in relation to litter control subject to a report to appropriate Cabinet Member on action taken.
7. Power to institute legal proceedings in respect of the unauthorised disposal of trade refuse at Civic Amenity Sites.
8. Power to institute proceedings relating to abandoned vehicles under the Refuse Disposal (Amenity) Act 1978 (as amended by the Clean Neighbourhoods and Environment Act 2005).

GENERAL

9. Power to institute, defend, participate in or settle any legal proceedings in any case where such action is necessary to give effect to decisions of the Council or in any case where the Proper Officer considers that such action is necessary to protect the Council's interests.
10. To institute proceedings where the requirements of Notices under section 16 of the Local Government (Miscellaneous Provisions) Act 1976 requiring information on interests in land are not complied with within the statutory time limits.
11. Power to make an application for an Anti- Social Behaviour Order under section 1 of the Crime and Disorder Act 1998.

Delegated to Head of Governance (continued)

12. Power to authorise appearances in Court pursuant to section 60(2) of the County Court Act 1984 and section 223 of the Local Government Act 1972 on behalf of the Council.
13. Power to designate officers of the Council or nominated third parties who are performing statutory functions on behalf of the Council as 'authorised officers' for the purposes of carrying out any of the Council's functions under statutory enactments or regulations as may be relevant to that officer including the appointment and authorisation of inspectors under Section 19 of the Health and Safety at Work etc. Act 1974.
14. Power to administer and effect changes in Members' Allowances consequent upon Councillors and any co-opted persons appointment changes.
15. To administer electoral registration and manage the elections function.
16. Power to take action within the approved budget and policy objective of the Council in relation to town twinning (except civic aspects).
17. To act as registrar of Local Land Charges.
18. To manage employee health and safety.

HIGHWAYS

18. Power to take prosecutions arising out of Section 6 of the Essex Act 1987 (damage to grass verges etc).
19. Power to prosecute offences under Paragraph 10 of Schedule 4 to the Local Government (Miscellaneous Provisions) Act 1982 relating to illegal street trading.

PUBLIC SECTOR HOUSING

20. After consultation with the Head of Strategic Housing, to commence injunction proceedings against tenants causing nuisance/annoyance to their neighbours where they are satisfied upon evidence that it is appropriate to do so.

Delegated to the Monitoring Officer

GENERAL

1. To respond on behalf of the Council to all enquiries from the Local Government and Social Care Ombudsman and Housing Ombudsman including the determination of levels of compensation payable in respect of local settlements.
2. To agree with Heads of Service responsibility for any other Acts or regulations that may be relevant to Heads of Service's area and to maintain a written record of such delegations.
3. Power to designate officers of the Council or nominated third parties who are performing statutory functions on behalf of the Council as 'authorised officers' for the purposes of carrying out any of the Council's functions under statutory enactments or regulations as may be relevant to that officer including the appointment and authorisation of inspectors under Section 19 of the Health and Safety at Work etc. Act 1974.
4. Power to authorise appearances in Court pursuant to section 60(2) of the County Court Act 1984 and section 223 of the Local Government Act 1972 on behalf of the Council.
5. Power to institute, defend, participate in or settle any legal proceedings in any case where such action is necessary to give effect to decisions of the Council or in any case where the Proper Officer considers that such action is necessary to protect the Council's interests.
6. To sign on behalf of the Council all Inland Revenue Land Transaction Return Forms, Land Registry declarations and forms and Court declarations and forms.
7. To sign any required legal documentation on behalf of the Council.
8. Power to give formal undertakings on behalf of the Council in relation to the payment of fees and disbursements.
9. Authority to sign contracts for the disposal and / or purchase of land and property on behalf of the Council.

Delegated to Head of Health Partnerships and Wellbeing

COMMUNITY PARTNERSHIPS

1. Power to take action within the approved budget and approved policy objectives of the Council in relation to the: -
 - a) promotion of Community Partnerships
 - b) management and maintenance of the Community Partnerships Team
 - c) Responsible Authorities Group.

PARTNERSHIP WORKING

2. To represent the Council's interests on the Members Council of Colchester Hospital University NHS Foundation Trust in the absence of the Portfolio Holder.
3. To represent the Council's interests on the North East Essex Children's Trust Board and the Health and Wellbeing Board.
4. To work with the NHS and other Health Bodies regarding health issues for residents in the City.
5. To represent the Council's interests on any partnership with which the Council may be involved from time to time.

CEMETERY & CREMATORIUM

5. Power to take action within the approved budget and policy objectives of the Council in relation to the cemetery and crematorium.
6. The granting of Rights of Burial at the cemetery other than the fixing of charges.

COMMUNITY

7. Power to take action within the approved budget and policy objective of the Council in relation to the management and maintenance of Activity Centres for the purpose of providing activities for older people.

Delegated to Head of Museums, Culture and Tourism

TOURISM

1. Power to take action within the approved budget and policy objectives of the Council in relation to liaison with other tourist agencies and the development of tourism policies.
2. Power to take action within the approved budget and policy objective of the Council in relation to the management and maintenance of a Visitor Information Centre and the promotion of the City for tourism purposes.

MUSEUMS

3. Power to take action within the approved budget and policy objectives of the Council in relation to the museum service.
4. Agreement of reproduction and copyright fees in respect of museum items.
5. Power to take action within the approved budget and policy objectives of the Council in relation to the presentation, conservation and/or restoration of archaeological sites and monuments.
6. Power to take action within the approved budget and policy objectives of the Council in relation to the care of the Council's art collection and artifacts.
7. Power to agree minor amendments to fees and charges relating to museum services in response to changes in market forces after consultation with the appropriate Cabinet Member.
8. To act as lead officer for the Council in accordance with the Colchester and Ipswich Joint Museums Committee Agreement.

ARTS AND CULTURE

9. Power to take action within the approved budget and policy objectives of the Council in relation to management and funding of the Mercury Theatre, Colchester Arts Centre, Firstsite and any similar organisations.
10. Power to take action within the approved budget and policy objectives of the Council in relation to the promotion and encouragement of events of cultural and artistic merit.

Delegated Head of Neighbourhood Services

NEIGHBOURHOODS

1. To manage the Council's Neighbourhood teams in order to improve local streets through street cleaning, litter collection, dog fouling and street care including abandoned cars and graffiti. In addition to provide environmental education, support, advice and enforcement to encouraging positive behaviour change and support local communities as part of consultation work and help coordinate and promote community events.
2. Power to serve notices under sections 92 and 93 of the Environmental Protection Act 1990 in relation to Litter Abatement Notices and Street Litter Control Notices subject to report to appropriate Cabinet Member on action taken.
3. Power to take all necessary action under the following sections of the Highways Act 1980: -

Section

- | | |
|-----------|------------------------------------------------------------------------------------------|
| 25 | To respond to consultations concerning creation of footpath or
bridleway by agreement |
| 151 | Soil washed on to streets |
| 152 | Removal of projections from buildings |
| 153 | Opening of doors on to streets |
| 154 | Cutting or felling trees |
| 164 | Removal of barbed wire |
| 165 | Dangerous land |
| 166 | Forecourt abutting street |
| 174 | Execution of street works |
| 179 | Control of construction of cellars |
| 293 & 294 | Powers of entry |
| 296 | Execution of works |
| 297 | Information as to ownership of land |
| 305 | Recovery of expenses |
4. Power to take all necessary action in relation to vehicles for sale on a road and vehicles being repaired on a road under sections 3 and 4 of the Clean Neighbourhoods and Environment Act 2005
 5. Power to take appropriate action regarding abandoned vehicles under sections 3, 4 and 5 of the Refuse Disposal (Amenity) Act 1978 (as amended by the Clean Neighbourhoods and Environment Act 2005).
 6. Power to erect suitable Notices on grass verges etc under section 6 of the Essex Act 1987.

Delegated to Head of Neighbourhood Services (continued)

7. Power to arrange for the removal of vehicles on grass verges etc under section 6 of the Essex Act 1987.
8. Day to day operation of markets and the granting of Christmas markets.
9. Fixing and levying of charges in accordance with Council policy in relation to street trading.
10. The granting, suspension or revocation of street trading licences.

WASTE COLLECTION

11. Power to take action within the approved budget and policy objectives of the Council in relation to domestic refuse collection, trade waste collection, recycling, composting, workshops, fleet and toilets.
12. Service of notices under section 46 of the Environmental Protection Act 1990 for the provision of waste receptacles including the issuing of fixed penalty notices and prosecution if necessary.
13. To negotiate and agree contracts for the sale of material collected for recycling or salvage and from time to time to review the operation of such contracts to determine that best value is being achieved in relation to the Council's objectives.

WASTE POLICY

14. Power to take action within the approved budget and approved policy objectives of the Council in relation to development of policy and project implementation with regard to waste.

GENERAL

15. Power to take appropriate action under Part II of the Land Drainage Act 1991 (facilitating or securing the drainage of land or dealing with flooding).
16. Power to take appropriate action under Part 8 of the Anti-Social Behaviour Act 2003 (and regulations made thereunder) in relation to high hedges.
17. Temporary road closures under the Town Police Clauses Act 1847 in connection with functions, after consultation with Essex County Council and the Police.

Delegated to Head of Operational Finance

CUSTOMERS

1. To manage customers demand for Council services and the availability of multi-channel service delivery via the Council's on-line processes and customer service via the Council's customer relationship management systems.
2. To manage the Council's triage function for customers to ensure they receive the level of service their request and need deserves.
3. To manage the Council's corporate complaint handling process.

TAX COLLECTION

4. The collection and recovery of any Council Tax, rates or residual community charge payable and to carry out or make appropriate arrangements for the carrying out of all the Council Tax, rating and residual community charge functions of the Council including the following powers in respect of Council Tax, residual community charge and national non-domestic rating: -

Council Tax and Residual Community Charge

- To impose and/or quash penalties.
- To take summary proceedings in the Magistrates Court for recovery (including penalties).
- To exercise distraint, issue requests for information, apply for attachment of earnings orders, deduction from income support, committal to prison and to issue winding up/bankruptcy proceedings and charging orders.
- To select and appoint bailiffs and tracing agents.
- To refund all payments and interest where appropriate.
- To estimate occupancy level for collective community charge when the landlord has defaulted.
- To execute arrest warrants issued by the Magistrates' Court and to select and appoint suitably qualified contractors if necessary.

National Non-Domestic Rating

- To take summary proceedings in the Magistrates Court for recovery.
- To exercise the Council's power of distraint, committal to prison, bankruptcy/winding up proceedings.
- To select and appoint bailiffs and tracing agents.
- To refund all payments and interest where appropriate.
- To grant allowances under section 44A of the Local Government Finance Act 1988.
- To grant discretionary relief under section 47 of the Local Government Finance Act 1988 within criteria set down by the Council.

Delegated to Head of Operational Finance (continued)

- To reduce or remit liability on the grounds of hardship under section 49 of the Local Government Finance Act 1988 within criteria set down by the Council.
- To execute arrest warrants issued by the Magistrates' Court and to select and appoint suitably qualified contractors if necessary.

BENEFITS

5. To operate and administer the Council Tax Support Scheme, including the recovery or waiving of overpayments, and to determine whether to accept late applications (i.e. backdating of support) where appropriate. To also consider topping up payment to vulnerable people who demonstrate exceptional hardship and who are not in receipt of maximum Council Tax Support.
6. To operate and administer the Council Tax Benefit Scheme and the recovery of overpayment Council Tax Benefit and including the waiving of recovery of overpayments and to accept late applications (including consideration of backdating of benefit) where appropriate and to top up the benefit payable to the most vulnerable who are not in receipt of maximum benefit.
7. To operate and administer the Housing Benefit Scheme and the recovery of overpayment Housing Benefit and including the waiving of recovery of overpayments and to accept late applications (including consideration of backdating of benefit) where appropriate and to top up the benefit payable to the most vulnerable who are not in receipt of maximum benefit.
8. The use of debt collection agencies to recover Housing Benefit and Council Tax Benefit overpayments.
9. To commence legal proceedings for the recovery of Housing Benefit overpayments and in cases of fraud.
10. To operate the Council's welfare rights advice service.

PROCUREMENT

11. Matters relating to procurement and the Council's procurement strategy.

Delegated to Head of Parking

TRAFFIC MANAGEMENT & PARKING

1. To consolidate into a single order any waiting restriction orders currently in force when amendments to waiting restrictions in the villages are proposed.
2. Power to approve and rescind Traffic Regulation Orders relating to disabled parking bays under the Road Traffic Regulation Act 1984.
3. Day to day management of car parks, residents' parking schemes and decriminalised parking including determination of applications from organisations for the short-term use of car parking spaces on public car parks which are similar to applications previously agreed by the appropriate Cabinet Member.
4. To enable management of parking under appropriate sections of legislation, a power to make or vary Off Street Car Park Orders and Traffic Regulation Orders under either the Road Traffic Regulation Act 1984 or the Traffic Management Act 2004 (as appropriate).
5. To consolidate into a single order any waiting restriction orders currently in force when amendments to waiting restrictions in the villages are proposed.
6. Power to approve and rescind Traffic regulation Orders relating to disabled parking bays under the Road Traffic Regulation Act 1984.
7. To act as lead officer in accordance with the North East Essex Parking Partnership Joint Committee Agreement.

Delegated to Head of People

HUMAN RESOURCES

1. The signing and issuing of all contracts of employment and of any associated terms and conditions.
2. To manage the process in relation to employees' grievances and dismissals.
3. To approve regrading following evaluation in accordance with the approved job evaluation scheme.
4. To authorise agreements in respect of applications made to the Advisory Conciliation and Arbitration Services. These agreements to be only used in instances where there are pending employment tribunal claims and with the prior agreement of the Chief Operating Officer. Each agreement must be supported by the appropriate analysis which clearly defines the business benefits of the agreement.
5. To oversee the management and administration of the Council's payroll system and the provisions of the Local Government Pension Scheme.
6. To ensure that the Council complies with its equality, diversity and inclusion responsibilities as an employer.
7. To manage organisational development.
8. To manage the activities of the HR Service Centre.

Delegated to Head of Planning

SPATIAL POLICY

1. Power to take action within the approved budget and approved policy objectives of the Council in relation to:
 - (a) Local Plan and Neighbourhood Planning functions;
 - (b) Development of policy for the provision of homes, jobs and places to create sustainable communities;
 - (c) Development of policy and project implementation with regard to planning and transportation.
2. Power to take action under the Conservation (Natural Habitats) Regulations 1994.

ASSETS OF COMMUNITY VALUE

3. To manage and administer the Council's Register and process in relation to Assets of Community Value under the Localism Act 2011.

Delegated to Head of Public Protection

COMMUNITY SAFETY

1. To carry out projects on behalf of the community safety partnership and devise and initiate projects that address crime and disorder in the City.

SAFEGUARDING

2. To act as the Council's designated Safeguarding Lead Officer.
3. To act as the Council's Lead Counter Signatory to the Disclosure and Barring Service.
4. To ensure that the Council complies with its equality and diversity responsibilities.

ENVIRONMENTAL PROTECTION

5. Power to agree payments for compensation arising under section 20 of the Public Health (Control of Disease) Act 1984, up to the limit prescribed in the Council's Financial Management Procedures for payments from the Insurance Provision, when satisfied by the Section 151 Officer that the claims are reasonable and justified.
6. To administer relevant environmental protection provisions, give directions, serve notices, enforce, carry out works in default, issue formal cautions and to lay information and complaints to Court in relation to offences in appropriate cases under the following Acts and any Act or Acts extending or amending the same or incorporating them and under any order or regulations made under the said Act or Acts:

Animal Welfare Act 2006

Animal Welfare (Licensing of Activities Involving Animals) (England) Regulations 2018

Anti-Social Behaviour Act 2003

Building Act 1984

Clean Air Act 1993

Clean Neighbourhoods & Environment Act 2005

Control of Pollution Act 1974

Dogs Act 1871

Dangerous Dogs Act 1991

Dangerous Dogs Act (Amendment) 1997

Dogs (Fouling of Land) Act 1996

Environment Act 1995

Environmental Protection Act 1990

Environmental Damage (Prevention and Remediation) Regulations 2009

Essex Act 1987

Local Government Act 1972

Delegated to Head of Public Protection (continued)

Local Government (Miscellaneous Provisions) Act 1976
Local Government (Miscellaneous Provisions) Act 1982
Noise & Statutory Nuisance Act 1993
Pollution, Prevention & Control Act 1999
Prevention of Damage by Pests Act 1949
Private Water Supplies Regulations 2009
Public Health Act 1936
Public Health Act 1961
Water Industries Act 1991
Health and Safety at Work etc. Act 1974
Food Safety Act 1990
European Communities Act 1972 and legislation made thereunder
Sunday Trading Act 1994
Health Act 2006

7. Power to object to applications for consent to discharge under section 119 of the Water Industry Act 1991.
8. To authorise works being carried out in default up to a maximum cost of £5,000 in cases where a breach of legislation can be remedied by the Council carrying out works in default.
9. Control of the drainage of paved areas under section 84 of the Building Act 1984.
10. Power to take appropriate action under the Safety at Sports Grounds Act 1975 (as amended) following consultation with Essex County Council and Essex Police.
11. Service of Notices under section 262 of the Public Health Act 1936 relating to culverting of watercourses and ditches, and the institution of legal proceedings where Notices are not complied with after consultation with the Ward Councillors.
12. Power to reply to consultations from Essex County Council on licences for the disposal of refuse.
13. Arrangements for funerals under the Public Health (Control of Disease) Act 1984.
14. Take all necessary legal action required to enforce the provisions of relevant legislation relating to the following environmental protection functions:
 - Air quality
 - Contaminated land
 - Culverting of watercourses and ditches

Delegated to Head of Public Protection (continued)

- Smoke from bonfires
 - Determination of applications for the installation of boilers, furnaces and chimneys
 - Filthy and verminous premises, articles and persons
 - Houseboats
 - Noise from construction sites
 - Noise in the street
 - Obstructed, blocked or defective drains and private sewers and/or insufficient provision of drainage
 - Overflowing cesspools and septic tanks
 - Prescribed processes liable to give rise to air pollution
 - Prevention of damage by pests
 - Private Water Supplies
 - Re-securing empty or unoccupied buildings
 - Statutory nuisances
 - Surface water drainage
 - Water supply
 - Employment of persons relating to health and safety at work in premises
 - Sunday trading
 - Licensing, registration and hygiene standards of food premises and other commercial or domestic premises
 - Quality, safety and content of food produced, sold or stored within the City of Colchester
 - Control of infectious diseases
 - Port Health matters
 - Dog control
 - Pest control
 - Sale or keeping of animals
14. To act as lead officer for the Council in accordance with the Essex Countywide Traveller Joint Committee Agreement.
15. Power to serve notices under section 19, commence legal proceedings under section 20 and provide certificates under section 22 of the Criminal Justice and Police Act 2001 in relation to closure orders where there are suspected unauthorised sales of alcohol or breach of licence conditions or unauthorised licensable activities taking place at premises.

Delegated to Head of Public Protection (continued)

PUBLIC PROTECTION

(Delegated to Colchester Borough Homes as part of the Management Agreement dated 9 August 2013 except the agreed client reserved functions) (paragraphs 17& 18 only).

17. To administer relevant anti-social behaviour provisions, give directions, serve notices, enforce, carry out works in default, issue formal cautions and to lay information and complaints to Court in relation to offences in appropriate cases under the following Acts and any Act or Acts extending or amending the same and under any order of regulations made under the said Act or Acts:
 - Anti -social Behaviour Act 2003
 - Crime & Disorder Act 1998
 - Criminal Justice & Police Act 2001
 - Criminal Justice & Public Order Act 1994
 - Housing Act 1996
 - Local Government Act 1972
 - Local Government Act 2000
 - Police & Justice Act 2006
 - Policing and Crime Act 2009
 - Protection from Harassment Act 1997
 - Serious Organised Crime & Police Act 2005
18. To take all necessary legal action required to enforce the provisions of relevant legislation relating to the following anti-social behaviour control functions:
 - Behaviour which causes alarm, distress or harassment to persons not of the same household
19. Anti-Social Behaviour, Crime and Policing Act 2014, authority to:
 - Apply for, vary or discharge a civil injunction under sections 1 to 21
 - Apply for, vary or discharge a Criminal Behaviour Notice under sections 22 to 33
 - Issue a Community Protection Notice under sections 43 and 53
 - Carry remedial works in default following the issue of a Community Protection Notice under section 47
 - Issue Fixed Penalty Notices to anyone who has failed to comply with a Community Protection Notice under section 52
 - Make, vary and discharge a Public Spaces Protection Order under sections 59 to 75
 - Issue Fixed Penalty Notices to anyone who has committed an offence by failing to comply with a Public Spaces Protection Order under Section 68
 - Issue, cancel or vary Closure Notices under sections 76 to 84
 - Enforcement of Closure Orders under sections 85 to 93

Delegated to Head of Public Protection (continued)

20. Anti-Social Behaviour, Crime and Policing Act 2014, authority to:
- Issue a Community Protection Notice under Sections 43 and 53
 - Carry remedial works in default following the issue of a Community Protection Notice under Section 47
 - Issue Fixed Penalty Notices to anyone who has failed to comply with a Community Protection Notice under Section 52
 - Make, vary and discharge a Public Spaces Protection Order under sections 59 to 75
 - Issue Fixed Penalty Notices to anyone who has committed an offence by failing to comply with a Public Spaces Protection Order under Section 68
21. Authority to take enforcement action and issue Fixed Penalty Notices in accordance with Regulations 4 and 5 of The Health Protection (Coronavirus, Restrictions) (England) Regulations 2020

BUILDING REGULATIONS

22. The approval, disapproval or rejection of plans for the purposes of building regulations and power to dispense with or relax building regulations under statutory requirements.
23. Power to take appropriate action under sections 7 and 13 of the Essex Act 1987 relating to building regulations.
24. Power to take appropriate action under section 77 and 78 of the Buildings Act 1984 in respect of dangerous buildings.
25. Power to take appropriate action and to serve counter-notices relating to the demolition of buildings under sections 80 and 81 of the Buildings Act 1984.
26. To act as the Appointing Officer under the Party Wall etc. Act 1996.

GOODS VEHICLE OPERATING CENTRES

27. To make objections to the registration of Goods Vehicle Operating Centre's pursuant to the approved policy.

Delegated to Head of Public Protection (continued)

Scrap Metal Dealers Act 2013- Delegation of Functions:

Function	Delegated to Head of Public Protection
The grant, issue, renewal or variation of a Scrap Metal Dealer Licence	Where the applicant is deemed to be a suitable person and no objections are received
The refusal or rejection of an application for a Scrap Metal Dealer Licence	Where no representations are received
The revocation of a Scrap Metal Dealer Licence	Where no representations are received
To ensure all Scrap Metal Dealer Licences are reported to the National database	In all instances

Delegated to Head of Sport and Leisure

SPORT AND LEISURE

1. Power to take action within the approved budget and approved policy objectives of the Council in relation to the management and maintenance of Council owned sport and leisure facilities including Leisure World, Colchester Sports Park and joint sports use facilities in the City
2. Power to agree minor amendments to fees and charges relating to sport and leisure services in response to changes in market forces.

Delegated to Head of Strategic Housing

PRIVATE SECTOR HOUSING

1. To authorise works being carried out in default up to a maximum cost of £5,000 in cases where a breach of legislation can be remedied by the Council carrying out works in default.
2. To exercise the powers available under the provisions of Parts 1, 2, 3,4 and 7 of the Housing Act 2004 ("the 2004 Act") and any orders or regulations made in respect of private sector housing and in particular to:
 - administer the relevant enforcement provisions and serve notices or orders including taking emergency remedial action in appropriate cases as provided for in Part 1 of the 2004 Act
 - be the Proper Officer for the purposes of section 4(2) of the 2004 Act (dealing with official complaints)
 - impose reasonable charges for enforcement action as allowed for by Section 49 of the 2004 Act
 - administer the relevant licensing provisions and determine applications for licences as provided for in Part 2 or Part 3 of the 2004 Act
 - administer the additional control provisions in relation to residential premises including the application of management orders, empty dwelling management orders and overcrowding notices as provided for in Part 4 of the 2004 Act
 - approve and enter into such nomination, management and other agreements as shall be necessary for the purpose of implementing management orders or empty dwelling management orders under Part 4 of the 2004 Act.
 - authorise officers to enter premises in connection with their duties under sections 131, 239, 243(3) and paragraph 3(4) of Schedule 3 and paragraph 25 of Schedule 7 of the Act and to authorise officers to require documents to be produced under section 235 of the 2004 Act
 - take appropriate enforcement action in accordance with the provisions of the Act to recover any costs, expenses, fees or other monies due to the Council from actions taken under the provisions of the 2004 Act
 - determine applications for HMO licences under Part 2 of the 2004 Act
 - grant, revoke or vary such licences and issue any necessary notices or certificates for those purposes
 - grant temporary exemption from licensing under section 62 of the 2004 Act.
 - determine the conditions that should be attached to HMO licences that are granted or varied
 - exercise the enforcement provisions in respect of the licensing of HMO's set out in Part 2 of the 2004 Act
 - the implementation of the transitional arrangements for HMO licensing under section 76 of the 2004 Act and the issue of any necessary notices or certificates

Delegated to Head of Strategic Housing (continued)

- The issue of civil penalty notices as an alternative enforcement option to the taking of prosecution proceedings.
3. To administer relevant private sector housing provisions, give directions, serve notices, enforce, carry out work in default, issue formal cautions and to lay information and complaints to Court in relation to offences in appropriate cases under the following Acts and any Act or Acts extending or amending the same or incorporating them and under any order or regulations made under the said Act or Acts:
- Public Health Act(s) 1936 and 1961
 - Local Government (Miscellaneous Provisions) Acts 1976 and 1982
 - Building Act 1984
 - Housing Act 1985
 - Environmental Protection Act 1990
 - Housing Act 2004
 - Energy Act 2013
 - Enterprise and Regulatory Reform Act 2013
 - Housing and Planning Act 2016 -
The Electrical Safety Standards in the Private Rented Sector (England) Regulations 2020

PRIVATE SECTOR HOUSING

4. The determination of applications for housing advances.
5. To reclaim money recoverable where conditions relating to house renovation grants are not met, subject to a right of appeal to the appropriate Cabinet Member.
6. To administer the provisions of the Council Financial Assistance Policy for Private Sector Housing including Disabled Facilities Grants, Disabled Facilities Assistance, Home Safety Grants, Home Repair assistance, Home Renovation Assistance, Landlord energy Efficiency Grants, HMO Fire Safety Grants, Landlord Renovation Grants and Landlord Empty Property Loans and in particular to determine all applications, authorise payment of grants or loans, issue certificates, reclaim monies where conditions relating to grants or loans are not met or when a property is sold.

HOUSING POLICY

7. Power to take action within the approved budget and policy objective of the Council in relation to housing strategies.
8. Power to take action within the approved budget and policy objective of the Council in relation to the dissemination of information regarding all housing matters.
9. To manage the Housing Revenue Account budget.

Delegated to Head of Strategic Housing (continued)

PUBLIC SECTOR HOUSING

(Delegated to Colchester Borough Homes Limited as part of the Management Agreement dated 9 August 2013 (as amended and/or varied from time to time) except the agreed client reserved functions)

11. The assessment of housing need of applicants admitted to the Housing Needs Register, the allocation of tenancies of Council dwellings, the nomination of applicants for tenancies of Registered Social Landlord dwellings.
12. To use any Council dwellings within the Housing Revenue Account for the purposes of Part VII of the Housing Act 1996 and to use bed and breakfast accommodation for homeless families in cases of emergency.
13. Determination of applications relating to homelessness under Part VII of the Housing Act 1996.

Delegated to Head of Sustainability

CLIMATE

1. To manage the Council's Climate Emergency Action Plan
2. To manage the Council's net zero emission commitment
3. To manage the Council's Climate Challenge and Sustainability Themes across Council services and partnerships
4. Manage the Council's carbon management reduction plan
5. Manage the promotion of sustainable travel in the City.

PARKING

6. To act as the client for the North Essex Parking Partnership in Colchester
7. To manage the Council's car parks, assets and tariff setting

PARKS AND RECREATION

8. Power to take action within the approved budget and policy objectives of the Council in relation to the promotion and encouragement of recreational events.
9. Power to take action within the approved budget and policy objectives of the Council in relation to liaison with voluntary organisations and clubs in the development and use of sporting and recreational facilities.
10. The granting of easements, wayleaves, licences and sale of small areas of parks and recreation land.
11. Letting of beach hut sites and administration thereof other than fixing of charges.
12. Letting of open spaces, allotments and recreation grounds other than fixing of charges.
13. Granting free use of open spaces and recreation grounds to charitable, voluntary and non-profit making organisations.
14. Refusal of applications for the purchase of land held as open spaces, recreation grounds and allotments.
15. Acceptance or refusal of open space donated to the Council in accordance with the conditions of planning consents.

Delegated to Head of Sustainability (continued)

16. Power to take such action as considered necessary to deal with dangerous trees on land under the operational management of the Council.
17. All matters relating to the enforcement of and prosecution of alleged offenders relating to all leisure relating byelaws made by the Council and in particular: -
 - (a) The Maldon District and Colchester Borough Byelaws relating to the River Blackwater made by the Maldon District Council and the Council and confirmed on 21 July 1999.
 - (b) The byelaws for the proper regulation of the speed of pleasure boats within the Harbour of Colchester made by the Council on 7 June 1972 and confirmed on 26 March 1973 (as amended by the byelaws made on 10 June 1985) and confirmed on 19 July 1985.
 - (c) The Seashore byelaws made by the Council on 29 August 2001 and confirmed on 5 November 2001.
18. To provide play equipment on play areas.
19. Power to take action under the Wildlife and Countryside Act 1981.
20. Granting and management of mooring rights in the River Colne.
21. Power to take such action as may be necessary to deal with dangerous trees under section 23 of the Local Government (Miscellaneous Provisions) Act 1976 and to appoint other named officers to enter land to ascertain whether action should be taken under section 23 of the Act.

COLCHESTER BOROUGH HOMES LIMITED

22. Authority to act as client officer for the Council in relation to matters related to Colchester Borough Homes Limited
23. Authority to act as the Council's shareholder representative in relation to Colchester Borough Homes Limited and to cast the Council's vote at any relevant Board or shareholder meeting.
24. To act as lead officer for the Council in accordance with the Management Agreement dated 9 August 2013 between the Council and Colchester Borough Homes (as amended and/or varied from time to time).

Delegated to Director of Finance

FINANCIAL RESOURCES

1. The operation of the Collection Fund including the power to invest surplus monies and to borrow to cover any shortfall in monies required by the Fund.
2. To implement variations to the interest rates chargeable on all Council mortgages and to determine the date for implementation in accordance with the notifications received from the Secretary of State subject to the appropriate Cabinet Member being informed of the action taken.
3. The Council's Treasury Management Function in accordance with the approved Treasury Policy Statement.
4. Authority to exercise discretion to agree such arrangements as are considered appropriate with borrowers in arrears to assist them in meeting their mortgage obligations.

Delegated to the Section 151 Officer

1. Authority to write-off individual bad Council Tax and Community Charge debts up to £5,000.
2. Authority to write-off individual bad National Non-Domestic Rate debts up to £5,000.
3. Authority to write-off individual irrecoverable Housing Benefit Overpayments up to £5,000.
4. Authority to write-off individual bad debts not exceeding £5,000.

Delegated to Director, ICT and Transformation

ICT

1. To manage the confidentiality, integrity, security and availability of the Council's ICT systems, infrastructure and data.
2. To act as client under the telephony contract with Virgin Media.

DATA PROTECTION

3. To manage the Council's data protection duties and ensure that the Council remains compliant with relevant legislative provisions
4. To manage and co-ordinate responses in relation to freedom of information and data protection requests.

WEBSITE

1. To manage and maintain the Council's website.

STREET NAMING & NUMBERING

5. Authority to determine house numbering and street names under sections 64 and 65 of the Town Improvement Clauses Act 1847 where there are no objections and power to object to a suggested street name.
6. Authority to alter the names of streets in accordance with section 21 of the Public Health Act Amendment Act 1907.

**Delegated to Colchester Commercial (Holdings) Limited
via a Management Agreement dated 29 March 2018**

COMMUNITY ALARMS

Power to take action within the approved budget and policy objective of the Council in relation to the management and provision of the Council's community alarm (Helpline) service for the elderly.

CCTV

Power to take action within the approved budget and policy objective of the Council in relation to the management and provision of the Council's CCTV system to contribute to the reduction of crime and disorder in Colchester.

REGENERATION

Power to take action within approved programme, budget and policy objectives of the Council in relation to regeneration activities across the City as a whole and specifically in the four main regeneration areas: St Botolph's, East Colchester, North Colchester and the Garrison.

PROPERTY

In relation to the Council's properties the Authority to: -

- (a) grant licences, easements and way leaves and agree the sale of small areas of land and electricity sub-station sites.
- (b) manage and let land or property
- (c) let and assign leases in respect of shops on Council housing estates.
- (d) grant leases on the Council's industrial estates after consultation with the appropriate Cabinet Member.
- (e) negotiate and agree rent reviews on the Council's leasehold properties
- (f) sign on the Council's behalf tenancies at will, notices of assignment, licences to occupy, licences to alter and rent review memoranda, notices under section 25 of Landlord and Tenant Act 1954 and to sign any required statutory declarations

PROVIDED THAT nothing in this delegation will permit Colchester Commercial (Holdings) Limited or its officers to sign any leases or transfers on the Council's behalf or to sign anything where the document is required to be sealed and signed by an "Authorised Officer" of the Council under the terms of the Council's Constitution or to sign any property transactions that have not been approved by the Council in accordance with the requirements of its Constitution.

**SCHEME OF DELEGATION TO OFFICERS BY:
THE FULL COUNCIL
PLANNING COMMITTEE,
LOCAL PLAN COMMITTEE
LICENSING COMMITTEE**

SCHEME OF DELEGATION TO OFFICERS BY THE FULL COUNCIL

Delegated to the Chief Executive

ELECTIONS

1. To act as the Electoral Registration Officer.
2. To act as the Returning Officer for the following elections: City Council, Parish Council, County Council and Parliamentary elections.
3. All other functions relating to elections and electoral registration.
4. Fees for and conditions of supply of elections documents.

GAMBLING ACT 2005

5. Power to request a review of Premises Licences.

Delegated to Chief Executive, Deputy Chief Executive and Executive Director Place, Chief Operating Officer, Strategic Directors and Heads of Service

1. Power to appoint officers for particular purposes (appointment of "Proper Officers").
2. Power to appoint staff (below Strategic Director level), and to determine the terms and conditions on which they hold office (including procedures for their dismissal).
3. Power to make payments or provide benefits in cases of maladministration.

Delegated to the Section 151 Officer

1. Functions relating to local government pensions.
2. Duty to make arrangements for proper administration of financial affairs etc.
3. Power to make and amend Financial Regulations.

SCHEME OF DELEGATION TO OFFICERS BY THE PLANNING COMMITTEE

Delegated to Head of Planning

1. The determination of all applications for the determination as to whether prior approval is required.
2. The determination of all Lawful Development Certificates.
3. The determination of all applications for Permission in Principle (first stage)
4. The determination of all planning applications irrespective of scale and size (including changes of use and all applications for Listed Building Consent, Certificates of Lawfulness, consent to display advertisements and other notifications) except any application which is:
 - (a) significantly contrary to adopted policies or a departure from the development plan, and which is recommended for approval;
 - (b) which any Ward Councillor requests in writing to the Head of Planning within 25 days of notification, should be subject of consideration by the Committee;
 - (c) which constitutes a major application, that is recommended for approval and where a section 106 Agreement is required (excluding unilateral undertakings) and the terms of that agreement are in dispute;
 - (d) submitted by or on behalf of a Colchester City Council Councillor, Honorary Aldermen (or their spouse/partner) or by any Council officer (or their spouse/partner);
 - (e) submitted by or on behalf of Colchester City Council (for clarity, this does not include applications made by other parties on land owned by the Council where the development is not by or on behalf of the Council).
5. The determination of any application for a determination as to whether the prior approval of the authority will be required under The Town and Country Planning (General Permitted Development) (Amendment) (England) Order 2015 (as amended, or any Order replacing, re-enacting or modifying that Order).
6. The determination of applications for the approval of reserved matters or minor material amendments, unless the Planning Committee at the granting of the outline / original planning permission indicates that it requires to determine the aforementioned matter itself.

Delegated to Head of Planning (continued)

7. The determination of details required by a condition on a planning permission and applications for a non-material amendment, unless the Planning Committee at the granting of the outline / original planning permission indicates that it requires to determine the aforementioned matter itself.
8. Authority to refuse planning applications where a proposed section 106 Agreement remains uncompleted for six months from the decision regarding its provision.
9. Authority to make observations on applications to be determined by another planning authority.
10. Authority to appoint consultants where the Council's case may be enhanced or when specialist information needs to be provided.
11. That, subject to written confirmation from the Chief Finance Officer and the Monitoring Officer, the Head of Planning be authorised to agree the release of funds secured by means of a legal agreement under the Planning Acts for expenditure, for purposes solely in accordance within the specified legal agreement. Such delegated powers would only operate where such expenditure is entirely in accordance with the legal agreement attached to the development.
12. Where an appeal has been lodged against a refusal of planning permission, the Head of Planning has authority to conclude a legal agreement which complies with the Council's current policies where we would expect to see the provision of such requirements a may include affordable housing, open space contribution, education contribution in circumstances where time does not permit a referral to the Planning Committee.
13. Where an application has already been considered by the Planning Committee who have given authorisation to enter into a legal agreement delegated authority is given to the Head of Planning to agree alterations whereby: -
 - (a) The mechanism for delivering the required outcomes for the agreement have changed, but the outcome remains the same (including changes to triggers, phasing and timing);
 - (b) There is a need to issue a delegated refusal where a legal agreement is not completed within the statutory time limit and it is considered by the Head of Planning reasonable to do so;
 - (c) There is a need to remove a legal agreement from a local land charge where all clauses have been compiled with;

Delegated to Head of Planning (continued)

- (d) To enter into a new planning obligation relating to gain previously secured that needs to link back to a previous planning permission via a Deed of Variation.
- 14. Authority to institute proceedings in respect of any offence against the advertisement regulations, including prosecution where it is considered appropriate. In the cases where repeated prosecution fails, this includes the authority to seek an injunction under Section 222 of the Local Government Act 1972.
- 15. Authority to institute proceedings in respect of any enforcement actions where a valid notice exists, no appeal decision thereon is pending, the prescribed time for compliance with the notice has expired, and where the breach of planning control continues to exist.
- 16. Authority to sign and serve "Planning Contravention Notices" under the Town and Country Planning Act 1990, Sections 171(C) and 171(D), and to arrange for the institution of proceedings where the requirements of such Notices are not complied with within statutory time limits.
- 17. Authority to sign and serve enforcement notices, stop notices, temporary stop notices, section 215 notices, section 224 discontinuance notices or breach of condition notices under the Town and Country Planning Act 1990 (Parts VII & VIII) and Listed Building Enforcement Notices under Town and Country Planning (Listed Building and Conservation Areas) Act 1990 (Part IV).
- 18. Power to serve a notice under Section 330 of the Town and Country Planning Act 1990 (to require information as to interests in land).
- 19. Authority to give a screening opinion under the Town and Country Planning (Environmental Impact Assessment) Regulations 1999 (as amended) as to whether an Environmental Impact Assessment is required and to determine the scope of the environmental issues to be covered in any such assessment.
- 20. Authority to defend the Council's decision in respect of any appeal proceedings, provided that where any additional or revised information is submitted which may overturn the Council's initial decision; the case shall be referred back to Planning Committee to determine the Council's case only in circumstances where the Committee itself made the initial decision. In the event that timescales do not allow the matter to be referred back to Planning Committee, then the Head of Planning shall consult the Planning Committee Chairman, and Group Spokespersons, before determining the Council's case. In the unlikely event that none of the foregoing is possible, then as an emergency procedure, Executive Director, Place or the Chief Operating Officer can determine the action required, which will be reported to the Planning Committee as soon as is practical thereafter.

Delegated to Head of Planning (continued)

21. Authority to institute legal proceedings (including the serving of injunctions and enforcement notices) under the Town and Country Planning Act 1990 (Part VII and Part VIII) and the Town and Country Planning (Listed Building and Conservation Areas) Act 1990 (Part IV) where it is considered the most appropriate remedy in relation to the circumstances of the case, and expedient to do so.
22. Authority to prosecute for the failure to comply with the statutory time limit imposed by any notices served in respect of Section 16 of the Local Government (Miscellaneous Provisions) Act 1976 and Sections 171C, 171D and 330 of the Town and Country Planning Act 1990, or for providing false/misleading information.
23. Power to make orders for the creation, diversion or extinguishment of public rights of way.
24. Authority to administer the Hedgerow Regulations 1997 and to issue notices in accordance with the Council's policy.
25. Determination of enforcement cases where:
 - (a) investigations conclude that no breach of planning has occurred and therefore no further action is required; or
 - (b) a breach of control has occurred, but it is not expedient in the public interest to take action; or
 - (c) investigations conclude that a breach has occurred in excess of four years or ten years (as appropriate) and is therefore, immune from further action.
26. Power to make and confirm tree preservation orders where there are no unresolved objections thereto and to determine applications to carry out works to preserved trees and trees in Conservation Areas.

SCHEME OF DELEGATION TO OFFICERS BY THE LOCAL PLAN COMMITTEE

Delegated to Head of Planning

1. Power to approve Neighbourhood Plan Area Designation Applications made in accordance with the Neighbourhood Planning (General) Regulations 2012 (as amended).

SCHEME OF DELEGATION TO OFFICERS BY THE LICENSING COMMITTEE

Delegated to the Head of Public Protection

1. Determination of applications and issue of licences, permits, registrations and certificates where no objections have been received in respect of: -

Caravan Sites
Dangerous Wild Animals
Dog Breeding Establishments
Food Exports
Food Hawkers
Food Premises
Hackney Carriage and Private Hire Vehicles drivers and operators
House to House and Street Collections
Hypnotism – exhibitions, demonstrations or performances
Pet Shops
Pleasure Boats and Boatmen
Premises and persons involved in acupuncture, tattooing, ear piercing and electrolysis
Riding Establishments
Sex Shops
Zoos

2. Revocation or suspension of licences, permits, registrations, certificates.
3. Approval of individual identification signs for display on taxis and private hire vehicles, after consultation with the Chairman of the Licensing Committee.
4. To determine applications for permission to place advertisements on hackney carriages and private hire vehicles.
5. To determine applications for pavement licences in accordance with sections 1 to 7 of the Business and Planning Act 2020

Delegated to Head of Public Protection (continued)

Licensing Act 2003 – Delegation of Functions

Function	Licensing Committee	Head of Public Protection
Section 18(3) Application for a Premises Licence	Where representations have been received	Where there are no representations
Section 20 Application for authorisation of films	All cases	
Section 25A (6) Disapplication of Designated Premises Supervisor	Following police objection	Where there are no representations
Section 31(3) Application for a provisional statement	Where representations have been received	Where there are no representations
Section 35(3) Application to vary a premises licence	Where representations have been received	Where there are no representations
Section 39(3) Application to vary a Designated Premises Supervisor	Following police objection	Where there are no representations
Section 41B Application for a Minor Variation		Where representations have been received
Section 44 (5) Transfer of a Premises Licence	Following police objection	Where there are no representations
Section 48(3) Interim Authority Notice	Following police objection	Where there are no representations
Section 52(2) (3) Determination of application to Review a Licence	All cases	
Section 72(3) Application for Club Premises Certificate	Where representations have been received	Where there are no representations
Section 85(3) Application to vary Club Premises Certificate	Where representations have been received	Where there are no representations
Section 88 (2) or (3) Determination of application to review a Club Premises Certificate	All cases	
Section 105(2) Decision to give counter notice following police objection to Temporary Event Notice	All cases	
Section 120(7) Application for Grant of Personal Licence	Following police objection	Where there are no representations

Licensing Act 2003 – Delegation of Functions (continued)

Function	Licensing Committee	Head of Public Protection
Section 124(4) Revocation of Personal Licence where convictions come to light after grant etc.	All cases	
Section 167(5) Review following Closure Order	All cases	
Decision on whether a complaint is irrelevant, frivolous, vexatious		All cases
Decision to object when the local authority is a consultee and not the lead authority		All cases
Dispensation of the need to hold a hearing if all persons required by the Licensing Act 2003 (other than the Authority) have written and agreed that it is unnecessary		All cases

Gambling Act 2005 - Delegation of functions

Function	Committee	Head of Public Protection
Application for a Premises Licence	Where representations have been received	Where there are no representations or representations have been withdrawn
Section 204 Application for a provisional statement	Where representations have been received	Where there are no representations or representations have been withdrawn
Application to vary a Premises Licence	Where representations have been received	Where there are no representations or representations have been withdrawn
Transfer of a Premises Licence	Following representations from the Gambling Commission	Where there are no representations from the Gambling Commission
Section 201 Determination of application to Review a Licence	All cases	
Section 224 Decision to issue a counter notice in respect of a Temporary Use Notice	All cases	
Sections 271 and 273 Application for club gaming permit or club machine permit	Where representations have been received	Where there are no representations or representations have been withdrawn
Cancellation of a Gaming Permit or Club Machine Permit	All cases	
Licensing Policy in respect of powers under the Gambling Act 2005	To make recommendations to Full Council	

Report of	Democratic Services Manager	Author	Richard Clifford ☎ 507832
Title	Appointments to External Organisations and Council Groups		
Wards affected	All		

1. Executive Summary

- 1.1 This report proposes appointments to a number of external organisations and Council groups and also provides a number of reports about the work undertaken by appointees to external organisations and Council groups in 2022-23.

2. Recommended Decision

- 2.1 The representatives to the various external organisations and Council groups listed in Appendix A be appointed for the 2023-24 municipal year, with such appointments to cease if representatives cease to be members of the Council during the municipal year. (Please note that Appendix A is not included at the time of publication and will published in advance of the meeting).
- 2.2 To authorise the Leader of the Council 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.
- 2.3 To appoint Councillor King as the Council's Armed Forces Champion.
- 2.4 To note the reports about the work undertaken by appointees to external organisations in 2022-23, as set out in Appendix B.

3. Reason for Recommended Decisions

- 3.1 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. These groups have been identified in Appendix A.

4. Alternative Options

- 4.1 No alternative options are proposed. It is proposed to o authorise the Leader of the Council to make a determination where a nomination is deemed to be in dispute or if an appointment needs to be made if a vacancy occurs or an appointment needs to be made to a new organisation in the course of the municipal year.

5. Background Information

- 5.1 The appointments to the Council 's commercial companies, Colchester Borough Homes and Colchester Commercial Holdings Ltd, will now be made through a separate process. Following a review of the organisations to which the Council appoints it is no longer

proposed to make an appointment to the following, as they are either no longer appropriate or are covered via separate officer meetings and councillor appointments would amount to duplication:-

Local Government Information Unit
Campaign to Protect Rural Essex
North Essex Children's Partnership
Safer Colchester Delivery Board
Essex Partnership for Flood Management
East Suffolk and North Essex NHS Foundation Trust

- 5.2 In accordance with the agreed procedure for making appointments to external organisations and council groups, if any seat or vote allocation remains in dispute by the after the appointments have been made by Cabinet, the Leader of the Council can determine the matter.
- 5.3 The Council appoints an Armed Forces Champion whose role is to promote issues relating to the armed force within the Council and to help liaise with the Garrison. It is proposed to appoint Cllr King as Armed Forces Champion.
- 5.4 A review of the Council's governance arrangements highlighted the need for the work undertaken by the Council's representative on outside bodies and Council groups to be formally reviewed. Therefore, information about the work of the Council's representatives on a number of the external organisations and Council groups in the 2022-23 municipal year is attached at Appendix B.
- 5.5 The work of some of the organisations to which appointments are made are also reviewed and scrutinised through the work of the Council's Committees and Panels. The work of the Council's commercial companies is reported to the Governance and Audit Committee as the Shareholder Committee of the Council. The Member Development Group also reports annually to Cabinet and a report on their work is included elsewhere on the agenda for this meeting.

6. Financial Implications

- 6.1 Members are entitled to claim travel allowance in respect of attendance at meetings of the external organisations and Council groups to which they have been appointed.

7. Strategic Plan References

- 7.1 The particular contribution that each of the external organisations and Council groups makes towards the aims of the Strategic Plan is indicated in in Appendix A.

8. Publicity Considerations

- 8.1 Members appointed as representatives will be notified accordingly. Confirmation of appointments will be sent to the relevant external organisation and to officer contacts for the various Council groups.

9. Equality, Diversity and Human Rights Implications

- 9.1 There are no direct implications for Equality and Diversity from these appointments and as such a full EQIA has not been deemed necessary. However, the council and all representatives, both officers and members, will encourage and in some cases insist that

our partners have the same approach to equality and diversity as we do and ensure that this is implicit within their policies and procedures.

10. Risk Management Implications

- 10.1 Councillors fulfilling external and partnership appointments need to have regard to the information and advice contained within the 'Guidance for Members on Outside Bodies.

11. Health, Well-being and Community Safety, Environmental and Sustainability and Health and Safety Implications

- 11.1 No direct implications, however the appointments to outside bodies listed within this report enable the Council to better address issues within these areas.

Appendices

Appendix A – Appointments to External Organisations and Council Groups 2023-24

Appendix B – Reports on Appointments to External Organisations and Council Groups 2022-2023

Appendix B

Report on Work on Outside Bodies 2022-23

Outside Body	Representatives	No of Meetings attended 2022/23	Purpose of the Group	Work in 2022/23	Issues Arising
We Are Colchester (Town Deal) Board	Cllr King	Two (out of four)	The objective of the Board is to deliver a successful Town Deal strategy, vision, and Town Investment Plan to government, for Colchester. The purpose of the Board is to act as the governance body responsible for making decisions and monitoring progress of all Town Deal programme and project initiatives, in partnership with the Department for	The Board considered, brought challenge to, and ultimately supported the transition of Town Deal projects from Planning to Delivery (Development and Deployment) phase. The Board also acted as a consultee for other emerging opportunities including Levelling Up Fund, UK Shared Prosperity Fund and City Centre Master Plan.	No issues - due consideration is being given to the future role of the Board to effectively support Town Deal project Delivery (Development and Deployment) phase.

			Levelling Up, Housing and Communities (DLUHC).		
Essex Travellers Unit	Cllr J. Young	One	To consider issues relating to Travellers	Changes in legislation and activity related to travellers is considered.	The Group meets infrequently
Local Highway Panel	Cllr Scott-Boutell	Two	Discuss and mutually consider Highways expenditure within local borough, city or district boundaries.	As described in purpose	4 meetings a year via teams--I missed one because internet was down. Also challenging because of reading reports and subtitles simultaneously and listening to what's being said. Not truly accessible
Local Highway Panel	Cllr J. Young	Two	Spend the local highway budget.	To consider allocating funding to schemes of highway work	Sadly despite me highlighting that I have childcare responsibilities on Tuesday no allowance has been made and attendance is difficult for me

Dedham Vale AONB & Stour Valley Joint Advisory Committee and Partnership	Cllr Chapman	Two Partnership meetings/Three Joint Advisory Committee meeting (both as Chair) plus numerous other events as Chair	To enhance and conserve the statutorily protected landscape and undertake projects to that end to support its environmental, access and economic wellbeing.	Environmental - projects to benefit a variety of species and habitats. Economic - to support the visitor economy by providing, for example, self guiding trails and securing funding to improve environmental work.	Further and fuller details are available.
Dedham Vale AONB and Stour Valley Joint Advisory Committee	Cllr Nissen	Four plus site visits	JAC members steer the work of the Dedham Vale and Stour Valley Project Management Team on matters affecting and impacting the Area of Outstanding Natural Beauty.	Reviewing AONB management plan; seeking uplift in funding from DEFRA; adding staff resource; Farming in Protected Landscapes project; note and approve expenditure; attending site visits; working with Environment Agency on water levels and control structures; scrutinising National Grid East Anglian Green project; sharing best practice.	Cllr Nigel Chapman (CCC, Rural North) has been a strong Chair of the Board and maintained a strong momentum, alongside a positive work programme.
North Essex Economic Board	Cllr Adam Fox and Matt Sterling	Four	Collaborate with neighbouring authorities to boost our economies and create jobs	Awarded business support grants to agencies to provide training and advice to businesses on a wide range of topics including start-up, Cost control and decarbonising. Started work to develop a new Economic Strategy for North Essex.	None

Mercury Theatre	Cllr Barton	Six	<p>To provide a vibrant creative programme for Colchester where people can experience quality work and enjoy a diverse programme . There are also many opportunities to take part in the numerous community activities. The Mercury has a reputation as the powerhouse of the East . A statement with which I totally agree.</p>	<p>Several priorities but to start with a few positives.. £14.2 m refurbishment completed.. now a fully accessible venue. Audiences are starting to return to normal thanks to an excellent media campaign. Mercury continues to serve our community .. 36000 young people and adults took part in our engagement programme. We continue as much as possible to offer the venue, resources and staff time where possible. Record breaking audiences for the panto . We have maintained our community and educational partnerships and continue to deliver for Colchester .BUT the theatre faces challenges. Utility bills have increased by £100000 with no extra energy support from the Government. Costs of raw materials have risen by as much as 20%. The year has been spent managing these issues. I am very confident that we have a strong senior management team and a diverse fully committed Board who can manage these challenges.</p>	None
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Essex Police and Fire Panel	Cllr Lilley		To oversee the work done by the Police Fire Commissioner	<p>he year started with new members as usual. There were a number of issues brought up by members concerning the Police response times to 999 calls. A number of members said that this was a concern in their areas, so not just a local issue but County wide. The Commissioner said he would bring this to the attention of the Chief Constable but really it was an operational issue which the Panel doesn't deal with. However it was noted and the Commissioner did come back to members with a report. He arranged a site visit to the call centre for those who could attend , but i couldn't as i had a prior engagement. He also arranged a visit to the Fire Service Headquarters but having no car i couldn't get to. The panel received reports from the Fire Service and members were happy with response times and to the ongoing training session's they give out. The Commission had set out his proposals for the year and where he would invest money</p>	None
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				and staff to. He planned to increase Staff in the Reaction Centre so hopefully this will lead to a better response times. Members debated this over a couple of meetings and were happy to endorse his plans for the year. These were the main topics and I'll end my report there.	
Colchester Arts Centre	Cllr Burrows	Three	Cultural and leisure	Organise, deliver focus group of residents from across Colchester who use wheelchairs at live gigs at Colchester Arts Centre; review outcomes and decide on next steps	None
Campaign to Protect Rural Essex	Cllr Nissen	None	CPRE seeks to protect the countryside from excessive development, in addition to campaigning on rural issues including sustainable farming and affordable rural homes.	See issues arising - I have not been invited to any meetings, the same as my predecessor.	Following Cllr Chillingworth's recommendations at the end of municipal year 2021-2022 regarding no invitations to him, I proactively contacted CPRE to request engagement and invitation. They advised that these meetings are not the right

					forum for councillors to attend. They were happy to offer a seminar, however it is clear they do not wish CCC to have a representative on board. I recommend Cabinet and Officers review the appointment in light of CPRE's position.
Essex Flood Partnership Board	Cllr Nissen	2 (I was not invited to July 2022 meeting as officers weren't notified of change of CCC representative)	EFMB brings together all key stakeholders to contribute to a strategic overview of matters surrounding flooding in Essex. This ensures a consistent and co-ordinated approach to flood risk management. The board meets quarterly and continues to contribute to key decisions on projects,	Some of the key work done in 2022-2023 includes: providing challenge and steer to Anglian Water; engaging with the Environment Agency; approval of the Water Strategy; planning for the Climate Emergency within statutory authority planning processes; working on sustainable urban drainage; reservoir construction; strengthening partner organisation involvement and widening consultation; building flood resilience into communities	An excellent forum bringing companies and agencies together. Given the wide and deep scope of the work within its remit, increasing the frequency of meetings (currently quarterly) should be considered.

			strategies funding and communications.		
Bradwell Local Community Liaison Council	Cllr Nissen	2 formal meetings and 2 extraordinary meetings.	The Bradwell LCLC is made up of representatives of local councils, non-governmental organisations and other interested stakeholders, and staff representatives. The meetings provide opportunities for stakeholders in the local community to: receive reports and provide information ask questions and hold the Nuclear Decommissioning Authority (NDA), regulators and operators to account; review, comment on and influence strategies, plans, decisions and achievements represent local views at national level through direct meetings with the	Scrutiny of security arrangements; scrutiny of adverse weather planning; updates on socio-economic application bids. Following Cllr Davidson's recommendation for 2021-2022, I met with BANNG! to garner their views and feed them back to the LCLC, Magnox and Environment Agency.	As well as the official 6-monthly meetings, members attended a number of stand-alone meetings and site visit.

			NDA, Magnox Ltd, Nuclear Waste Services and attendance at annual conferences, and participation in consultations.		
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7 June 2023

Report of	Monitoring Officer	Author	Andrew Weavers
			☎ 282213
Title	Renewal Ballot for Colchester City Centre Business Improvement District		
Wards affected	Castle		

1. Executive Summary

- 1.1 This report deals with renewal proposals for the Colchester Business Improvement District (BID) for Colchester City Centre. The renewal proposal is being led by Our Colchester Limited who have developed and consulted on the BID renewal proposal the details of which are contained in this report.
- 1.2 This report also provides detail on the required renewal ballot of non-domestic ratepayers within the BID area.
- 1.3 The Council's Returning Officer will act as the Ballot Holder and will administer the ballot of non-domestic ratepayers in the BID area.
- 1.4 This report details how the Council as Billing Authority will collect the BID levy should the renewal proposal be approved by the ballot.

2. Recommended Decision

- 2.1 To confirm that the Council as Billing Authority is satisfied with Our Colchester Limited's Business Improvement District (BID) Renewal Proposal for Colchester City Centre for 2023 to 2028.
- 2.2 To agree the ballot of non-domestic ratepayers within the BID area.
- 2.3 To agree to collect the BID levy in line with charges set out in section 8.2.
- 2.4 To instruct the Chief Operating Officer to vote "Yes" in the renewal ballot on behalf of the Council in relation to its non-domestic rate-paying Council properties located within the BID area.

3. Reasons for Recommended Decision

- 3.1 To enable the Council to formally endorse the BID renewal proposal for Colchester City Centre and proceed to the ballot of businesses in accordance with the relevant Regulations.
- 3.2 As the owner of 13 properties (hereditaments) in the BID area, the Council will have the opportunity to vote in the BID ballot.

4. Alternative Options

- 4.1 The Council could vote "No" in the BID renewal ballot. The Council is one of over 456 businesses who are eligible to vote in the BID ballot and the result will be determined by a majority vote (numeric and rateable value). The Council has demonstrated its support for

the BID through its funding, member and officer time and its formal endorsement at this meeting and other alternative options are not being suggested.

5. Supporting Information

- 5.1 Business Improvement Districts are business led partnerships which are created through a ballot process to deliver additional services to local businesses. A BID is a defined area in which a levy is charged on all business rate payers in addition to the business rates bill. This levy is used to develop projects which will benefit business in the local area.
- 5.2 In 2018 Colchester Presents CIC developed a BID Proposal for Colchester Town Centre which comprised a business plan, details of baseline services and a draft Operating Agreement for 2018- 2023 (the term of the proposed BID) which it submitted to the Council in accordance with the Business Improvement Districts (England) Regulations 2004 ("2004 Regulations"). The Cabinet at its meeting on 6 June 2018 approved the Proposals and authorised the ballot of non-domestic ratepayers. The result of the ballot was that a majority of non-domestic ratepayers voted in favour by numbers and aggregate rateable value.
- 5.3 The 2004 Regulations require that a renewal ballot of non-domestic ratepayers in a BID area is carried out every 5 years following its creation. A renewal ballot follows exactly the same process as a proposal ballot to create a BID.
- 5.4 Our Colchester Limited as the operator of the Colchester City Centre BID has served notice on the Council that it intends to hold a renewal ballot. In accordance with the 2004 Regulations, it has provided the Council with its business plan for 2023 – 28 which is attached at Appendix 1 details the services intended to be provided within the BID area. It also contains details of who will be liable for the levy, the amount of levy to be collected and how it is to be calculated. Those businesses (approx. 456) which have a rateable value of £15k and over located in the renewed BID area will be subject to the levy as contained in the Proposals will be eligible to vote in a renewal ballot which will determine whether the Proposals are approved.
- 5.3 The renewal ballot for the BID will be undertaken by the Council's Returning Officer acting as the Ballot Holder in accordance with the provisions contained in the 2004 Regulations 2004. A business entitled to vote in the BID renewal ballot will have one vote in respect of each hereditament (property on which a business rate is paid) situated in the BID area. The full ballot procedure will be forwarded to businesses with the ballot papers. Voting will be from 23 June 2023 and will conclude on 20 July 2023. The announcement of the results is set for 21 July 2023. The notice of the result will be announced and published both on the Council and the BID websites (www.ourcolchester.co.uk).
- 5.4 A successful renewal ballot vote is one that has a simple majority in both votes cast and in rateable value of the votes cast. Each business entitled to vote in a BID renewal ballot is allowed one vote in respect of each property occupied or (if unoccupied) owned by them in the geographical area of the BID. Once the BID is in operation the levy is charged on all relevant businesses within the BID area (regardless of whether or how that business voted in the ballot).
- 5.5 In order for the renewal ballot to be successful it must meet two tests in order for a BID proposal to be approved:-
- (1) a simple majority (51%) of those voting must vote in favour; and
 - (2) those voting in favour must represent a greater total rateable value than those voting against.

- 5.6 In the event of a successful “yes” vote in favour of the BID, the term of the renewed Colchester City Centre BID would commence on 1 October 2023 and run until 30 September 2028 and be managed by Our Colchester Limited via an Operating Agreement with the Council.
- 5.7 If the BID renewal ballot is successful the Council as Billing Authority will continue to manage the billing and collection of the levy and will hold the levy in a ring-fenced revenue account on behalf of Our Colchester Limited which provides services within the BID area.
- 5.8 A Marketing and Communications Strategy has been implemented to promote and engage with businesses to secure a renewal vote in favour of the BID in June 2023. A range of Communication and PR activity is now underway including media releases, regular newsletters, dedicated website (www.ourcolchester.co.uk), ongoing business engagement forums and 1:1 meetings with businesses.
- 5.9 A draft Operating Agreement has been agreed between the Council and Our Colchester Limited which sets out the details of the operation of the BID, the use of the levy for the purposes of achieving the BID arrangements and also how the Council as Billing Authority will collect the levy from eligible business in the BID area. The Operating Agreement also contains details of baseline services which comprise the current service specification, delivery and performance measures by the Council. Services provided by the BID will be over and above those outlined in the baseline services.
- 5.10 The BID renewal Proposal and including the Business Plan 2023 – 2028 was published and launched to businesses in May 2023. This detailed the services provided by the BID company together with the indicative costs of providing those services. The Proposal identifies which businesses will be required to pay and what BID levy percentage would be charged. The Proposal also identifies any exemptions or discounts that may be applied.

6. BID Renewal Consultation

- 6.1 Our Colchester Limited has undertaken a consultation exercise with businesses in the City Centre regarding the proposal to renew the BID.

7. BID Renewal Proposal

- 7.1 The Renewal Proposal for the Colchester City Centre BID is the document upon which the businesses will decide how to vote in the renewal ballot. It contains details of the BID levy, BID area, BID projects and costs, BID budget, BID ballot process, BID management, BID alteration policy and evidence supporting the BID case.
- 7.2 A business plan for 2023 -2028 builds on the success of the previous five years and contains details of the services proposed to be delivered by Our Colchester Limited is available on the BID website and is attached at Appendix 1. It is proposed that the BID levy payable on all non-domestic properties in the BID area be increased from the current 1.5% to 1.75% of the rateable value. Charitable organisations which are subject to relief on their business rates currently pay 1.2% and it is proposed that this is increased to 1.5% of the levy. From 2024 onwards the levy rate will be increased by a fixed inflation rate of 2% per annum.
- 7.3 The business plan highlights that it is intended that the BID will deliver a wide range of benefits for businesses in the city centre BID area under 3 key themes of:
- Attracting visitors
 - Environment
 - Business community

which are underpinned by the following strategic pillars:

A Memorable City

- Delivering exciting, innovative, and experienced-driven projects and events that make our visitors experience memorable. Through enhanced greening of City Centre spaces to large-scale events that bring our residents, workers, and visitors to the heart of Colchester. Through enhanced greening of City Centre spaces to large-scale events that bring our residents, workers, and visitors to the heart of Colchester. Delivering exciting, innovative, and experienced-driven projects and events that make our visitors experience memorable. Through enhanced greening of City Centre spaces to large-scale events that bring our residents, workers, and visitors to the heart of Colchester.

A Forward-Thinking City

- We will strive to enable innovation and a forward-thinking approach through well-engaged and researched visions and strategy to be ahead of the curve in place-making changes. Although it is important to manage short-term interventions, we must ensure we are always working towards an exciting future.

A safe and welcoming City

- Our guests first impressions are everything. From enabling the brilliant basics to ensuring that every visit is a safe one, we will invest in reducing, challenging, and raising awareness of crime and anti-social behaviour to protect our businesses, visitors and residents through the day and night.

A connected City

- Through a collaborative approach with our partners and businesses, we will delivering innovative campaigns, activations, and experiences to promote Colchester City Centre. Celebrating our USP's whilst driving Colchester as the leisure, tourism, and employment leader in the region.

7.4 It is considered that the BID renewal Proposal (and business plan) are compliant with the 2004 Regulations, do not conflict with any of the Council's policies nor propose a disproportionate burden on particular businesses within the BID area.

8.0 Financial Implications

8.1 There are three main financial implications for the Council in respect of the BID:-

- Costs of administering the BID
- The Council's own levy payment

Costs of administering the BID

8.2. The Council will remain responsible for the billing and collection of the levy for the BID. This involves a postage and printing as well as staff time. The table below summarises these costs showing which are one-off and which are recurring:-

	One off	Recurring	Total
External Costs			
System costs (incl. design and training)	n/a	n/a	
Post and print		£800	£800
Collection of levy			
Collection		£9,600	£9,600
Management		£2,400	£2,400
Admin of revenue account		£500	£500
Total		£13,300	£13,300

Cost of levy to CCC

- 8.5. The Council has 13 hereditaments with a rateable value of in excess of £15k and the resulting annual cost to the Council of paying the levy as proposed in the BID area is £28k. In the current year the cost is for only 6 months and therefore will be £14k. However, the Council will retain any court fees recovered as part of any legal proceedings for non-payment of the levy by any eligible business.

9. Strategic Plan References

- 9.1 The Colchester City Centre BID is a key part of the Council's Strategic Plan 2023 -26 under the Delivering Modern Services for a Modern City, Grow our economy so everyone benefits and Celebrate our city, and our heritage and culture strategic objectives.

10. Equality, Diversity and Human Rights Implications, Community Safety, Health and Safety, Risk Management and Environmental and Sustainability Implications

- 10.1 None identified at this stage.

11. Consultation and Publicity

- 11.1 Comprehensive plans for consultation and publicity are contained within the Our Colchester Limited's BID Plans.



OUR COLCHESTER
A BID to make new history

BID BUSINESS PLAN 2023 2028



“All of us at the Mercury have been so impressed with the work of the BID over the last five years. It’s been great to build new partnerships across retail, commercial, public and charitable sectors. We look forward to continuing to promote our new City for both residents and visitors alike”

Steve Mannix, Executive Director
Mercury Theatre

FOREWORD

Business Improvement Districts (BIDs) hold a unique position within the business community in which they sit. Separate from the local authority and in the interest of businesses, BIDs have the opportunity and drive to bring additional value and projects into City Centres that would otherwise be ignored.

Our Colchester BID has worked tirelessly over the past five years to deliver projects and initiatives for the City Centre businesses and visitors. With the addition of installations like the High Street Parklets, wayfinding artwork, and additional lighting alongside the development and implementation of three strategic papers, holding positions within key stakeholder groups to drive conversation and investment into the City Centre, Our Colchester BID has the city and its businesses at the heart of everything it does.

The list of projects delivered by Our Colchester BID could go on for pages. Within this Business

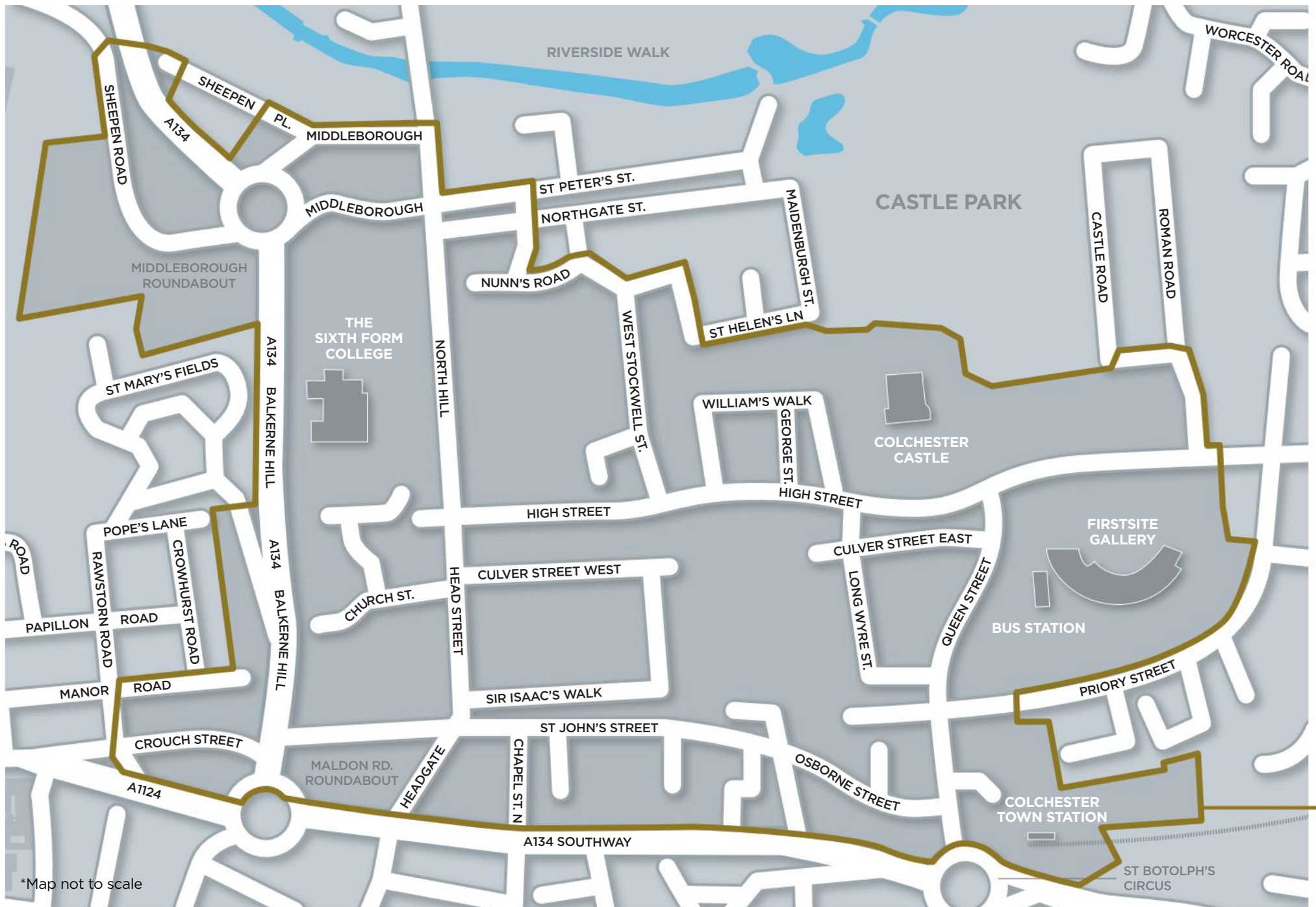
Plan we have set out some of our key deliverables over the past five years but also the BID's aims and aspirations for the future and how we hope to support you and our new city. With the new city status and the BID gaining momentum, the next five years promises to be exciting, full of new opportunities, and continued growth for the BID's ongoing projects.

As ballot approaches, Our Colchester BID could not be in a better position to support the City Centre. The BID needs your support to make the next five years a success for Colchester. Make sure to vote "Yes" for Our Colchester BID in June.



Simon Blaxill, BID Chair
Kent Blaxill Properties





*Map not to scale

MEET THE BOARD

The BID Board is made up of a majority of levy paying businesses complemented by non-levy paying businesses representing areas and sectors within the City Centre.

The Board benefits from the input of two observers from Colchester City Council to enable clear and frequent communications between our organisations. A rotation policy will be considered within the new BID term to enable the appointment of new Directors during the new BID term to bring fresh ideas and a new perspective.



Simon Blaxill
Kent Blaxill Properties
and BID Chair



Michelle Reynolds
COLBAC and BID
Vice-Chair



Chris Morgan
Metro Bank



David Robertson
Culver Square
Shopping Centre



Suki Dulai
Flying Trade Group



Tim Field
Birkett Long



Nancy Foster
Fenwick



Andy Starr
Colchester Pubwatch



Neil Peck
Westbury Advisors



Dan Mitchell
Kendan Group



Craig Newnes
McDonalds

THE BID ZONE

List of streets within BID zone available
at www.ourcolchester.co.uk

THE BID

Our Colchester are one of over 320 business improvement districts (BIDs) within the UK, with the first BID launching in 2005, you will now see BIDs in most towns and cities across the country. A BID is a business-led and business funded body formed to improve a defined commercial area.

Since being voted in by the businesses of Colchester City Centre in 2018, Our Colchester Business Improvement District (BID) has supported the new City Centre through potentially the toughest time for businesses in a generation.

From a nationwide lockdown due to the pandemic in March 2020, a cost-of-living crisis, energy crisis, and everything in between, the BID has taken every opportunity to step up and provide support where needed, carefully listening to the specific needs of our businesses and other organisations within Colchester City Centre.

The BID has enabled an investment of over £2.5million into the City Centre through the BID levy accompanied by an additional income through external funding of over £865k.

Alongside the additional funding, our strategies and visions have been used as part of larger applications

for successful central government funding such as the Town Deal and Levelling Up Fund enabling projects such as Kerbless Streets and Shopfront Improvement Grants equating to several hundreds of thousands of pounds in investment into the streets around the City Centre.

Over the last five years, our ambitions have been to drive Colchester forward as the best place to work, live, and visit. Through the pandemic, the BID formed the Covid Recovery Taskforce, a group made up of both County and Borough Local Authorities, Essex Police, Colchester MP Will Quince, Businesses, Health and more. The Taskforce enabled the formation of a Town Centre Covid Recovery Plan of which all partners signed up to enabling a cohesive and joined up approach to the effects of the pandemic on our businesses health and vitality.

As we edge towards a post-pandemic world, the BID is

WE SAID, WE DID

A strong combined voice
Business Plan commitment
2018-23

continuing to lead as a core business representative in the City through its formation of the Leisure Recovery Board, formation and chairing of the very first City Place Marketing Board following Colchester's successful bid for City Status and representing Colchester on a national scale through presenting as guest speakers at large conferences.

So as we move towards a new and exciting five year term, the BID has adopted its new direction. Our next five years will focus on supporting Colchester City Centre to be a place where businesses of all shapes and sizes can develop and thrive in a collaborative, engaging, mixed-use environment, with people and business firmly at its heart; fit for now and fit for the future.

Sam Good

Sam Good, BID Manager





THE BID AND OPERATIONAL TEAM

The Our Colchester BID team are the face of the BID. Led by BID Manager, Sam Good, the team are passionate about supporting our incredible business community and improving the City Centre as a whole.



Sam Good
BID Manager



Sophia Beckford
Operations Manager



Jess Walker
Marketing Executive



Elliott Fluin
Marketing Support



Vincent Geaves
Business Crime
Liaison Officer



Ethan Naish
Street Ambassador



Elche Doluner
Street Ambassador



Jarred Rolfe
Street Ambassador

HIGHLIGHTS 2018-2023



FUTURE OF RETAIL VISION

In 2021, the BID formed a Retail Forum made up of retailers from across the City Centre enabling an open forum set-up for retailers, Colchester City council, Essex Police and more to come together to discuss current trends, issues and more to move forward proactively. The Retail Forum became the catalyst to the formation of the recently launched the BID's Future of Retail Vision for Colchester.

The Vision looks at how Colchester can support short-term challenges of the Retail sector alongside detailing how Colchester can become a trailblazer in its forward-thinking approach to how we can support the Retail sector to thrive in a fast-moving sector nationally. From driving inward investment from national retailers, to supporting in the reduction of retail crime, this vision is a core component of the BID's new term plans to ensure that the evolution of retail in Colchester is a positive one.

14,000+

Street Ambassador visits

1,000+

Public realm issues reported by the BID team

10,000+

Visitors in attendance for Christmas Light Parade

1ST IN ESSEX

Installation of Essex' first Parklets in the High street

£850,000+

in additional income brought into the BID

LEISURE RECOVERY STRATEGY AND BOARD

WE SAID, WE DID

Night Time Economy Support
Business Plan commitment 2018-23

One of the hardest hit sectors from the pandemic was the leisure sector with nationwide restrictions on how consumers could engage with leisure services, minimal financial support and the highest amount of restrictions placed on their operations. The BID formed a Leisure Recovery Board and commissioned national-leaders in leisure strategies and support, Six Till Six to develop a detailed Strategy, Action Plan and Research document through business, stakeholder and policies research.

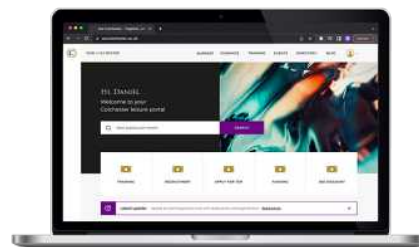
The Strategy was launched in August 2022 when we appointed our current chair, Steve Mannix Chief Executive of Mercury Theatre, to lead the Leisure Board forward. Since then, we have been successful in funding applications over £300k that has been invested into projects such as Purple Flag, Best Bar None, Leisure Resource Portal and Ask for Angela projects.

The BID also conducts quarterly Night Time Economy Audits inviting statutory partners and businesses to tour the City Centre between the hours of 8pm-4am to understand how our NTE businesses operate, the barriers they face and any challenges from a consumer-facing prospective such as poor lighting, feeling of safety and general cleanliness.

CHRISTMAS IN COLCHESTER

Since its formation in 2018, the BID has taken on the role of planning and delivery overarching campaigns each Christmas to promote the City Centre's festive offering. With over 400,000+ views on our Christmas videos to 100,000's of visits to our Christmas in Colchester website page, we have ensured that our businesses have had a huge increase in coverage during the most important quarter for our City Centre each year. We have delivered two light switch-on

events with our latest event in Christmas 2022 involving a 300 strong light parade and over 10k visitors on the High Street, the event was a new way of looking at the traditional Christmas Light Switch-on and also enabled the City Centre to bring all of its light switch-on events into one night including Lion Walk, Culver Square, Mercury Theatre and Firstsite into one event. The BID has also delivered a raft of lighting installations in Crouch Street, St Johns Street and large trees across the City Centre alongside investment in the City's first ever LED adaptable Christmas Tree in 2022.



Leisure Resource Portal

The BID has recently launched the first-of-its-kind Leisure Resource Portal for all employee's working within the Leisure sector in Colchester City Centre. The portal holds a wealth of information from national and regional news, support mechanisms for applying for local authority processes such as Temporary Event Notices, Pavement Permits and more and an up to date Events page to support management to plan their rota's in line with high-level footfall events.

Additional Income

The BID is passionate about turning the 'BID-pound' into more investment into the City Centre. Since our formation in 2018, the BID has leveraged over £865k in additional income through external funding applications through bodies such as the Home Office, Colchester City Council, Essex County Council, Section 106 pots, corporate sponsorship and more. Our ambition in the new BID-term will be to grow this sum even higher to enable to the BID's delivery to new heights.

COLCHESTER KEY STATS

OVER 620K

page views since it's formation

OVER 1.8MILLION

impressions through our Christmas video's in 2021 and 2022

OVER 10,800

followers across our social media channels

OVER 5600

visits to our Colchester Business Awards voting page

OVER 175K

page views from November 2022 to May 2023

OVER 100 BLOGS

from 'things to do in Colchester' to business specific tours

INTEGRATION OF AN AI CHATBOT

to assist visitors with the ability to ask questions about the City Centre with immediate response

INTEGRATION OF TRAVEL ASSISTANT SUPPORT

on all business directory pages and 'getting here' page to assist visitors on the best modes of transport and directions to access their desired destination.

ALL INCOLCHESTER EVENTS

shared across national websites including Abellio, UKNews, Trivago and more

CAPACITY PLANNING PROGRAMME

for businesses to understand upcoming busy periods of events in the City Centre

750K+

visits to InColchester since its formation in August 2019



Tap2Change

In the Summer of 2023, the BID launched its Tap2Change project, raising funds for local services that support those with street-based lifestyles. This involves the installation of artwork and a tap machine in a vacant unit within Lion Walk where passers-by can tap their debit, credit card or apple pay onto a tap point to donate £2 each tap. For year one, 100% of these donations go directly to Beacon House who offer a wide variety of services from food and drink to sleeping bags and cleaning services for those that do not have the funds to cover this themselves. The key objective of this project is to discourage those visiting the City Centre to hand cash to those begging or appearing to be sleeping rough.

WE SAID, WE DID

Support and help drive initiatives to tackle rough sleeping and begging
Business Plan commitment 2018-23

CREATE FUND AND COLCHESTER COMMUNITY FUND

In 2019, the BID developed the Create Fund, a first of its kind in the BID industry that would enable local projects and events to develop concepts from an idea to reality. Events that wouldn't get off of the ground without a bit of seed-funding were supported with the Create Fund now supporting a wealth of events and projects including Invasion Colchester, Colchester Pride, Anti-Loo Roll Brigade Festival, Roman River Festival, Essex Photography Prize, Colchester Fringe Festival, Musicircus and much more.

Our Colchester BID are working in collaboration with One Colchester to provide a micro-grant funding pot available to any Colchester based small-scale voluntary, community, faith and social enterprise sector organisations. Applications will be reviewed on a regular basis with micro-grants being awarded to suitable candidates holding activities within the BID Zone.

£75K+

worth of grants to local events and projects through Create Fund

HIGH STREET PARKLETS

In 2021, the BID installed the first Parklets in Essex using designers, fabricators and an installation team all within 15-miles of the High Street. The project was an outcome of the pandemic with residents feeding back that the City Centre lacked outdoor seating areas to dwell with people less keen on spending long lengths of time in premises. The Parklets are now very popular through the day and often frequented by people of all ages. The built-in planting and silver birch trees have also enabled additional greening.



WE SAID, WE DID
Improved Streetscape
Business Plan commitment
2018-23

“Through partnership working the BID Team have helped the City Centre to prosper, encouraging new businesses to the town, helping established businesses and above all ensuring the City Centre is the heart of our community. As for the future we believe that the BID has a unique opportunity to help our City Centre to continue to grow, prosper and thrive.”

Tracy Rudling CEO Community 360

INDIE VISION

As part of the BID's commitment to allocate a ring-fenced pot of funding each financial year to an Independent Business Project Fund, an Indie Task and Finish Group was formed in 2019 with a business from each 'indie' street sitting on the group. We commissioned a tender for architects and place-makers to come up with an Indie Vision that enabled place making projects and a clear support plan. Local architects, HAT Projects, were commissioned and developed the BID's Indie Vision.

£350K+

invested in to the Independent Business Project Fund, since the formation of the BID

Since its launch, it has enabled the BID to access over £150k in external funding into projects such as the High Street Parklets, Short Wyre Street Archway and recently installed, Sir Isaacs Walk artwork. The fund also enables important projects such as the BIDs Welcome Pack, a pack for all new businesses into the City Centre which introduces them to what they can and cannot do, key contacts and more. Alongside this, it funds just over 100 hanging baskets free of charge for independent businesses each summer, annual celebration for Small Business Saturday, installation of festoon lighting under the BIDs 'Lighting the Lanes' in Sir Isaacs Walk, Eld Lane, Short Wyre Street, Pelhams Lane and Bank Passage.

WE SAID, WE DID
Independent Business Project Fund
Business Plan commitment 2018-23



BID in Bloom

Alongside the BID's Parklets, the BID launched our BID in Bloom project in 2019 in order to improve the appearance of the City Centre. From our avenue of flowers on Queen Street to our promenade planters on Middleborough, the BID now delivers a wealth of summer and winter planting on top of our Indie in Bloom project. This projects not only supports the greening of the City Centre but also supports the reduction of air pollution. In 2022, the BID won a Silver Gilt Award as part of the Anglia in Bloom awards for our installations alongside winning the BID Category.

CITY STATUS

The BID supported Colchester City Council's application for City Status as part of the Queen's Platinum Jubilee through our Letter of Support. Having been successful, the BID has been working closely with the Council to maximise the opportunities that this brings for business in the City Centre. The BID now chairs the Colchester Place Marketing Board made up of all key groups in Colchester including One Colchester, Creative Colchester, We Are Colchester alongside University of Essex, Colchester Institute, Wilkins and Sons and more. The group is the first of its kind to be formed with the key ambition of aligning ambitions for the greater good of Colchester's future.



BIG EAT OUT

A perk for employees who work in the City Centre. A £5 food voucher for selected hospitality venues to promote trying new places to eat and making Colchester an enjoyable place to work. With an additional spend of over 40% for those using the vouchers, we were able to support our workers to try new eateries out for their lunch and explore different cuisines that they may not have usually tried.

WE SAID, WE DID
Loyalty/Reward scheme for office workers
Business Plan commitment 2018-23

ENGAGEMENT WITH OUR BUSINESSES

It is of the utmost importance that we continue our high level of engagement through a broad variety of communication methods with our businesses. We will continue to provide regular, meaningful and open lines of communication throughout our next term, continuing in person meetings, engagement through the Street Ambassadors and traditional written and email correspondence, along with new and innovative methods to ensure businesses are well informed and up to date.

We fully understand that our levy payers want to be engaged with in a variety of ways to ensure that businesses will be able to see what we have delivered and tell us what they want in our second term.





WE SAID, WE DID
Street Ambassadors
Business Plan
commitment 2018-23

“We have been impressed with the work undertaken by the BID team, and their commitment to improving the City Centre and supporting the businesses located there. The levels of engagement with us have been excellent and we are excited about the plans for the future.”

Guy Longhurst
Managing Partner, Ellisons Solicitors

Our consultation on the BID's development and programme of delivery into the new term have included:

1-2-1 meetings

Online and in-person meetings with levy payers to discuss the second term.

Street Ambassadors

Over 14,000 interactions registered through our database over the last five years between our businesses and three Street Ambassadors. All interactions are logged in details and used to support the formation of new plans, evolution of existing plans and making sure we are delivering in line with the wants and needs of our businesses.

Vision and Strategy engagement

Through the formation of our Future of Retail and Leisure strategies respectively, we have engaged with hundreds of City Centre businesses on their wants and needs alongside stakeholders, partners, and residents.

Surveys

Distribution of printed and digital surveys including Annual Surveys, PSPO Feedback, Christmas Feedback and more.

E-Communications

Weekly digital newsletters targeted at levy payers to update on ongoing activities, business social event and more.

Website

The Our Colchester website is a hub of information on all BID projects, press releases and City Centre news.

Social Media

Daily updates through our Our Colchester and InColchester social media channels to inform of current news and upcoming events.

BID Forums and Boards

Our quarterly business socials have been planned in advance to cover key topics of the City Centre and enable businesses to network and contribute to planning of new projects. Our forums and boards such as the Retail Forum and Leisure Recovery Board have enabled sector specific topics to be business-led from the bottom up to ensure we remain consistent in our approach and up to date. The BID also attends monthly Pubwatch to update night-time economy businesses on sector specific topics and investment.

Residents

The BID has engaged with over 500 Colchester residents recently to discuss what they want and need from the City Centre with this evidence being used in our latest Future of Retail Vision and more. The BID is also in the process of setting up a Young Persons Panel to prioritising the voices of young people in the future development of the City Centre.

“We have received such great support from both the projects and marketing elements of the BID. The team is always very helpful with any questions or queries, and marketing is always active to promote our store and shows interest in our business.”

Joanna Seager,
Store Manager, Hotel Chocolat

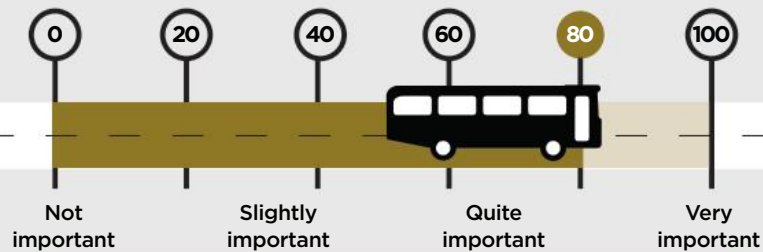
“This is a great BID, able to speak up for you with the City Council and our partners. Year on year they have grown in strength, capacity, and influence. They are tough, determined but constructive advocates for the needs of business, and I applaud all they do.”

Cllr David King
Leader of Colchester City Council

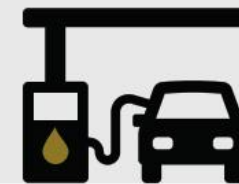


BID TRANSPORT SURVEY

We recently commissioned a Transport Survey for our workers within the City Centre. With over 600 responses, the survey was a great opportunity to understand how our workers travel to and from work alongside understanding why they use and don't use certain methods of transport.



80% said transport is either quite or very important in choosing where they work.



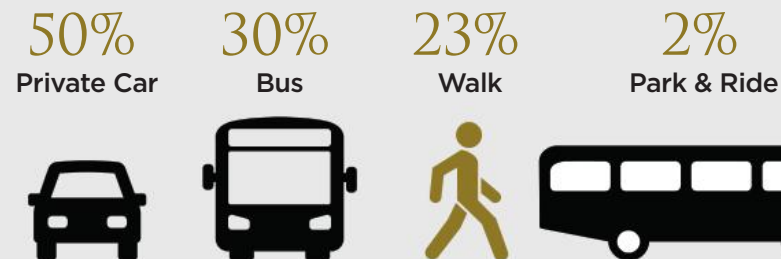
55% didn't use a car due to cost.

67%+ of workers didn't use the bus having felt it wasn't 'convenient' alongside referencing the journey lengths.



27%+ said convenience and price was how they choose their transport.

How people get to work.



53% didn't want to use the e-scooters due to fear of safety



Which perks do you think would encourage more people to work in the City Centre?

64%+

wanted to see a 'workers discount card for Retail, Hospitality and Leisure in the City Centre'



In additional comments, the majority of 'other' comments related to improvement of transport in general such as better cycle lanes, electric charging points and less traffic. Respondents also stated that they would like to see more improvements in 'making it safer' to get to and from work.

71%+

wanted 'free/discounted park and shuttle bus for workers' combined with 46% wanting 'discounted Park and Ride'.



BUSINESS SURVEY RESULTS

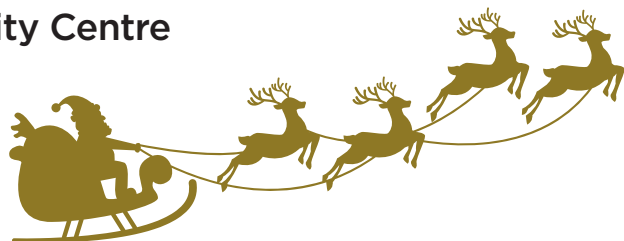
The opinion of our levy payers is essential in the delivery of the BID. For each of the last five years, the BID has asked businesses for feedback on our delivery programme and new plans to inform our development. In our last Levy Payer survey, we asked you which current projects you feel have a positive impact on your business and what you would like to see in the next term.

150+ premises responded

The results of this survey have played a huge part in our plans in the new five year term to support attract and retain the best workers in the region.

76%+

felt the Christmas in Colchester project was positive for the City Centre



82%+



felt that the BID was acting as a voice for businesses.

81%+

wanted the BID in Bloom project to continue.

BUSINESSES WANT TO SEE

More retail shops

Cleaner streets

National marketing campaign to showcase Colchester

Streets looking welcoming

Lower parking fees

More lighting and safer areas

Pavements fixed (trip hazards)

Clean, monitored car parks

Discounted parking

“The BID team has been providing a combined voice for its members over the past five years and delivering on key strategic projects to help ensure this city is a place for everyone.”

Sally Shaw MBE
Director, Firstsite

“Not only does their dedicated team provide eminent support to local businesses, the Shopfront Improvement Grants, Leisure Recovery Strategy and Safety Support have been invaluable to the survival of a lot of independent shop owners”

Nick Brown,
Client Relationship Manager,
Essex Chamber of Commerce

“The BID has done an amazing amount of work in the time it has been created adding real value to our City Centre. They aren't afraid to challenge stakeholders putting across the view of the business community so their voices and concerns are truly represented.”

CLlr Martin Goss,
Leader of Colchester Liberal Democrats

2023-2028

Our ambition is for Colchester to be a City Centre where businesses of all shapes and sizes can develop and thrive in a collaborative, engaging, mixed-use environment, with people and business firmly at its heart; fit for now and fit for the future.

As we move towards our next five year term, we believe in a bold, ambitious, and forward-thinking approach. We will build on the last five years by taking forward our successes whilst also recognising that City Centres are evolving and that we have the ability to shape that evolution ahead of future trends and potential barriers.

There are four key areas that will bring together the BID's activities and the next few pages detail why these themes are important for the future of the City Centre. The themes build on the success of our first term and integrate new elements in response to our ongoing consultations with businesses and partners alongside considering the ever-changing economic, social, and environmental landscape.

Our Key Themes

Attracting Visitors - To drive Colchester forward as the leading place in East Anglia for business, leisure, retail and tourism

Environment - To deliver a welcoming, clean, safe and resilient experience for all users of the City Centre

Business Community - Maintaining a strong relationship with City Centre businesses, keeping them well informed and ensuring the BID is business-led



STRATEGY

FOUR STRATEGIC PILLARS

1 A Memorable City

Delivering exciting, innovative, and experienced-driven projects and events that make our visitors experience memorable. Through enhanced greening of City Centre spaces to large-scale events that bring our residents, workers, and visitors to the heart of Colchester.

2 A Forward-Thinking City

We will strive to enable innovation and a forward-thinking approach through well-engaged and researched visions and strategy to be ahead of the curve in place-making changes. Although it is important to manage short-term interventions, we must ensure we are always working towards an exciting future.

3 A Safe and Welcoming City

Our guests first impressions are everything. From enabling the brilliant basics to ensuring that every visit is a safe one, we will invest in reducing, challenging, and raising awareness of crime and anti-social behaviour to protect our businesses, visitors and residents through the day and night.

4 A Connected City

Through a collaborative approach with our partners and businesses, we will deliver innovative campaigns, activations, and experiences to promote Colchester City Centre. Celebrating our USP's whilst driving Colchester as the leisure, tourism, and employment leader in the region.

HOW WILL WE DELIVER ON THESE STRATEGIC PILLARS?

1

A MEMORABLE CITY

Experience-Led Events

The BID will grow its calendar of events through the delivery of events both large and small scale events that bring a new layer of experience and excitement throughout the City Centre. From our Soapbox Rally to our Colchester Garden Festival, we will introduce events based on resident, visitor and businesses feedback alongside tying into periodic and seasonal times of the year that create memorable experiences that make you want to tell your friends and family about.



Annual Christmas in Colchester Programme

We will evolve Colchester's festive offering by innovating experiences for our visitors retail and leisure experiences. Through the development of our Christmas Light Switch-On event to our Late Wednesdays programme, it is essential that we make each visit an exciting and memorable experience for all users. The festive quarter is the most crucial period for our businesses each year and it is imperative that we maximise opportunities to make sure Colchester City Centre is the destination of choice for our core and secondary catchment. Colchester's truly has it all at Christmas.

Transforming the Public Realm

The BID are passionate about making sure every residents, visitors and workers visit is a positive and memorable visit. We will continue to invest in transforming Colchester's public realm with added greening through our BID in Bloom programme alongside the use of vacant spaces to bring new and innovative uses such as our Street Stories project which has introduced local artwork telling local stories into units using augmented reality to bring a new dimension.

A FORWARD-THINKING CITY

Future of Retail

Following its launch in the Summer 2023, the Future of Retail vision for Colchester will focus on its four key themes of:

Brilliant Basics – clean, green, safe and bright – well maintained street scenes and public realm which creates a pleasant backdrop for a great visitor experience.

Repurposing Retail – Empty space does not need to be empty space; it just needs to repurpose in ways that mirror today's consumers 'wants and needs'. Providing alternative uses will support existing retail, bring in new relevant retail and residents for today and the future.

Environmental Experiences – Net zero does not have to be zero-fund. Social value, wellbeing and community are no longer secondary matters. Creating a City Centre which Builds Back Greener, understands that sustainability is beginning to play a part in consumer buying decisions and gives people space to breathe.

Creative Communications – We know Colchester is a great City, but we need to spread the word. Not only to other residents but to visitors and investors alike. Stand apart and been seen.

ESG

Through our greening projects we will continue to support environmental improvements to the City Centre through the growth of urban planting projects and increasing biodiversity programmes. Alongside this, we will collaborate with our businesses to deliver innovative adaptations to their business premises and operations to improve their carbon footprint.

The BID will take the lead on improving and enhancing the social aspect of our City Centre - building communities, working with our core catchment, charities and stakeholders to drive pride of place - attracting more local people to use and become advocates of our City Centre.

It is essential that as a City, we use technology and data purposefully to make better decisions and deliver a better quality of life and working environment. We will continue to maintain ourselves as a transparent BID with strong governance whilst supporting our businesses to develop and strengthen their company governance.

"Their focus on the City Centre highlights the potential of Colchester, strengthening the support system in place for businesses and attracting new business to invest in our ever-growing City Centre."

Nancy Foster **Store Director, Fenwick**

"It's been five years of the BID team helping businesses like mine in Colchester. I have come to rely on their advice and support when dealing with the inevitable challenges of running a small business on the high street. My success is their success, and I find that comforting."

Steve Hurdle **Owner, Best Days Vintage**

Leisure Strategy and Board

The Leisure Strategy was commissioned as a 5-10-year strategy with accompanying action plan. Therefore, the BID has a wealth of projects to deliver in the coming five years under its action plan from the development of Colchester's first Business Crime Reduction Partnership, nationwide marketing 'This City is' campaign, developing our City Workers Club to entice more workers into our wonderful leisure sector and more.

Indie Vision 2.0

The BID will commission a review and refresh of the Indie Vision launched in May 2020' following a wide array of project delivery since its launch. To support the independent sector, the review will look into the changing needs and wants of Independent businesses, the public realm interventions that can drive footfall, and strategic ambitions.



“Strategic development for Colchester City Centre is key to see all sectors thrive. Our Colchester BID have compiled research using industry leaders and Colchester-centric research to provide detailed and ambitious visions for the City Centre within their strategies. Working together and backing the BID is the key to our success as a collective.”

David Robertson
Centre Manager, Culver Square



Cultural Strategy

The BID will continue to support the Colchester Cultural Strategy through linking its work with our Leisure and Retail strategies alongside ensuring that culture is a core component of the City Centre's offer for the future and the present.

Create Fund and Community Fund

The Create Fund and Community Fund will continue to support local businesses through funding events, projects, and initiatives alongside identifying gaps in the market for up-and-coming projects looking for growth in the City Centre.

A SAFE AND WELCOMING CITY

Better Accessibility and Signage

The BID will allocate funding towards a complete refresh of the City Centre's out-dated totem posts and fingerposts that give visitors a poor impression and lack the quality to direct them around the City Centre with ease. We will also look to expand the Lighting the Lanes project to streets including Crouch Street to improve visitors and workers experience during the night-time economy.

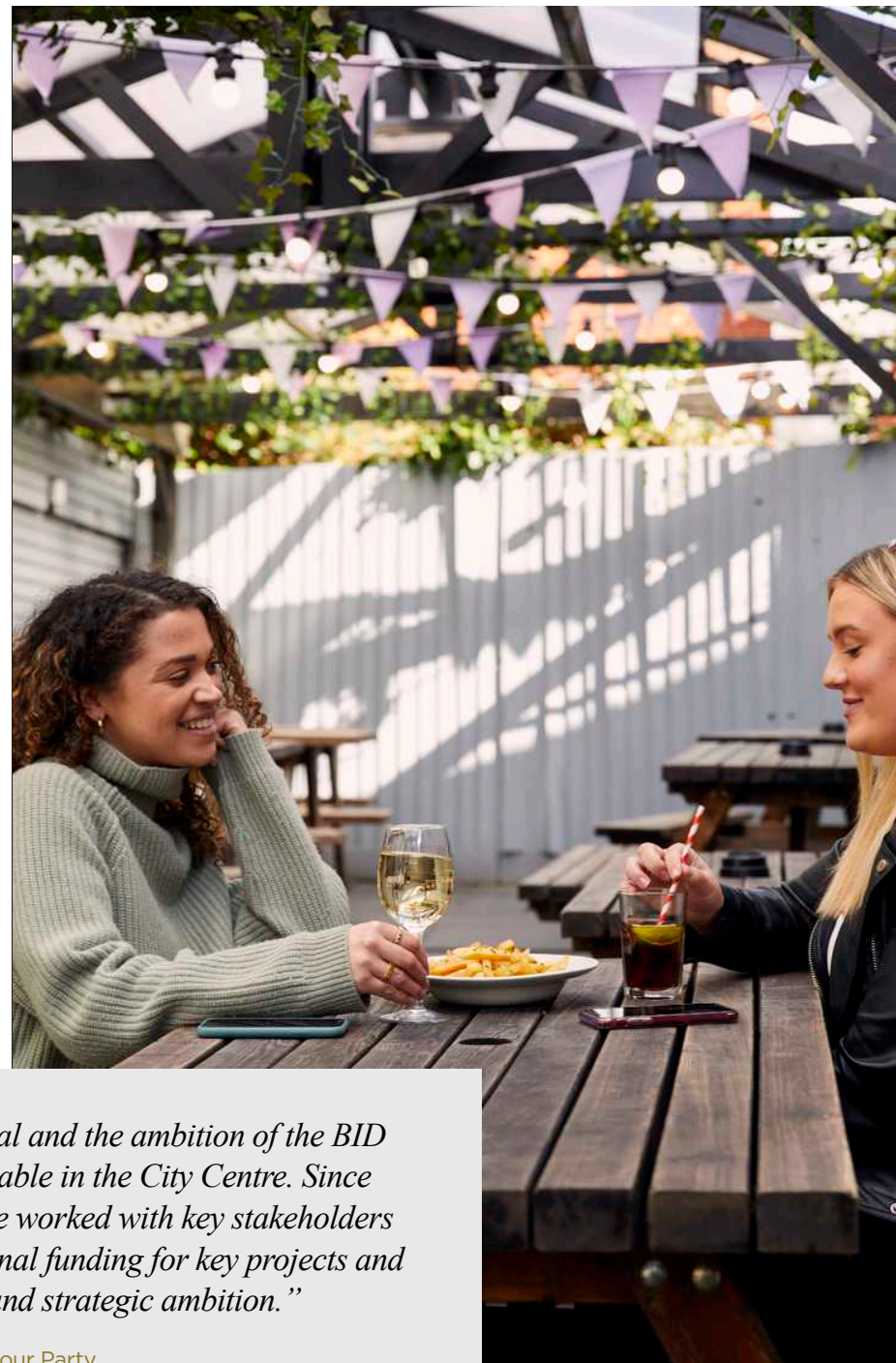
Getting the basics right

The BID will continue its Operation Clean Colchester delivering regular community clean up days to reduce litter and improve grot spots within the City Centre. This will include pavement cleaning, supporting businesses to improve their shopfronts and greening of void spaces. The BID will also look to continue its support delivered through the Shopfront Improvement Grant scheme in 2023. This will enable businesses and landlords to access funding to improve and enhance their business frontages, therefore, improving the visitors experience as well.

Business Crime Reduction Partnership

The BID will launch Colchester's Business Crime Reduction Partnership (BCRP) putting business crime at the forefront of partners objectives. Our businesses are having to battle anti-social behaviour, shoplifting and abuse on a daily basis and the BID will continue to push on partners such as Essex Police and Colchester City Council to invest in reducing these crimes.

BCRP's have been a very successful models across the country to enable partnership working between BIDs, businesses, police and local authorities through the sharing of trends and information to report crime and gain banning orders on certain 'troublemakers' using the day time and night time DISC programmes.



“Colchester is a city of great potential and the ambition of the BID demonstrates the opportunities available in the City Centre. Since the creation of the BID the team have worked with key stakeholders in the City Centre to bring in additional funding for key projects and improvements both in placemaking and strategic ambition.”

Cllr Julie Young Leader of Colchester Labour Party
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Night-Time Economy

The BID will continue to invest in supporting our leisure businesses and its users adapting to the fast changing wants and needs of this sector and those using it. Through regular Purple Flag accreditation, to continued projects such as business training, marketing campaigns and more. Plus a steering group for key stakeholders to support and share best practice with local and national input. Leading Colchester City to be a safe, vibrant experience for all.

Tackling Vulnerability

The BID will elevate its Tap2Change project to include further support mechanisms for its beneficiaries by driving the message of diverted giving for those with street-based lifestyles. Alongside this, we will continue to invest in tackling vulnerabilities through the growth of the Ask for Angela programme into the retail sector following its success in the Night Time Economy.

Additional Street Cleaning

Alongside pushing on Essex Highways to improve the current poor quality of our City Centre pavements, the BID will fund regular deep-cleans of paving across the City Centre. We must get the basics right, the cleanliness of the City Centre is something regularly commented on by visitors.



“We’ve seen a big improvement in the City Centre since the BID was formed – having a team with a can-do attitude and the agility to try new projects and initiatives has brought an injection of energy and creativity to the City Centre.”

Hana Loftus

Chair of Creative Colchester



Demand Responsive Transport

The BID will explore how our workers and visitors are accessing the City Centre to support access to the most convenient and cost-effective way available. We will also continue to mitigate a lack of transport options for visitors and workers in the night time economy following a period of poor taxi service, minimal car park offering and next to no bus services.

A CONNECTED CITY

Celebrating Colchester City Centre

The BID will continue its celebration of Colchester City Centre's unique offering through its InColchester brand. From its national 'This City Is' campaigns to its local pride campaigns to our core and secondary catchments. We must celebrate Colchester's USP's whilst being bold in how we are attracting new visitors from across the region to our wonderful City Centre. The BID will continue its core objective of 'talking up Colchester' through positive and proactive media and marketing campaigns encouraging our residents to input into how they perceive the City Centre.

City Workers Hub

The BID's City Workers Hub will be a hub of information and resources for current and future workers to access a wealth of benefits, perks and information. From upskilling opportunities to mentorship programmes, we will make Colchester City Centre a regional leader in quality of working environments whilst supporting skills brokerage and close link ups with local education organisations such as Colchester Institute, Colchester Sixth Form and University of Essex to ensure their students first choice into employment is the City Centre.



Showcasing and elevating our businesses

The BID will continue to showcase its incredible businesses with the continuation of our successful Colchester Business Awards programme and awards evening. Alongside this, we will support the development of improved working environments and benefits with added business socialising through our Business Social event. We will continue to grow our BIG Eat Out campaign, funding free lunches for City Centre workers to experience new places to dine. Alongside these business-to-business campaigns, we will develop further programmes that showcase the breadth of quality our businesses have to offer and keeping spend local through our Colchester Gift Card programme.

Acting as a voice of Colchester City Centre businesses

The BID has ensured that over its first five years it has been involved in all key meetings about the City Centre to ensure our businesses voices are heard. We will continue to drive the voices of our business community into each and every meeting with local authorities to ensure that business operations are a focus and priority in decision making. It is essential that the businesses within the City Centre have a single voice, contributing to positive change for the City Centre.

The BID will ensure that business operations are a priority consideration for local authorities when developing plans for large scale road and public realm changes to ensure our businesses are able to continue their operations with minimal disruption.

We will ensure a strong communication voice and support businesses to be involved at all levels of consultation. The City Centre will evolve considerably in the coming 2-3 years through large scale developments and it is essential that businesses voices are the first and most important input.



“The BID provides our business with a great support system for advertising events and promotions in-store. We’ve made some great connections with other shop Managers in the town centre through regular Retail Forums and Networking Events hosted by the BID. As a retail manager it’s hugely beneficial to our business to receive updates and have input into the decisions made about changes in our City.”

Charlie Whiting Trainee Manager, Lush

Attracting investment and talent

Ensuring the BID is at the forefront of supporting our businesses is essential to the future of the City Centre. However, it is also essential that we are consistently marketing Colchester to potential investors and organisations that are not currently in Colchester. The BID will develop an Inward Investment Pack for both enquiring businesses but also to approach organisations that we feel would work well in the City Centre. Through partnership working with local commercial agents and meeting with Head of Properties at large-scale organisations to show Colchester’s exciting offering and future.

InColchester

The BID will continue in its investment in the InColchester website to match the fast-evolving digital world. Surpassing over 250,000 annual visitors, the InColchester website is a nationwide leader in City Centre websites. We will invest in the development of a Shared Box Office for visitors to plan the entirety of their visit to Colchester in one place. From the booking of their hotels, to the purchasing of their theatre tickets, itinerary building to journey planning, the website will be the one-stop shop to show off Colchester City Centres fantastic offering.

Street Ambassadors

The BID’s Street Ambassadors are vital to ensuring our businesses have day-to-day engagement and a voice to raise concerns or opportunities to our fantastic Street Ambassadors. Delivering over 450 hours of patrol and reporting each month, our Street Ambassadors will continue to support businesses to feed in key trends and topics for support the BID’s future planning.

THE LEVY

Governance, Budget And Accounts



The BID levy is a small percentage of a businesses' rateable value. The levy is collected on top of the existing Business Rates bill.

The Levy Rules

1. The levy will apply to all persons or organisations liable to pay the non-domestic rates for eligible hereditaments located within the BID area
2. The levy rate to be paid by each property or hereditament is to be calculated as 1.75% of its rateable value as at the 'chargeable day' (notionally 1st October each year)
3. All properties of hereditaments with a rateable value of £14,999 or more will be eligible for a payment of the levy.
4. The number of properties or hereditaments liable for the levy is circa 450.
5. From 2024 onwards, the levy rate will be increased by the fixed rate of 2% per annum.
6. The levy will be charged annually in advance for each chargeable period (October to September each year), starting in October 2023. No refunds will be made.
7. The owners of untenanted properties or hereditaments will be liable for the levy.
8. Occupiers within Shopping Centres that are subject to a service charge will pay 1.5% of their rateable value.
9. Charitable organisations that are subject to relief of their business rates liability will pay a levy of 1.5% of their rateable value.
10. The BID levy must be paid by any new ratepayer occupying an existing eligible non-domestic rateable property within the BID area up until the end of the five-year term, even if they did not vote in the ballot.
11. Both Colchester Sixth Form College and Colchester Institute are exempt from paying the levy
12. The licensing authority currently does not have a policy to introduce a Late-Night Levy during the term of the BID.
13. Colchester Borough Council will be responsible for collection of the levy. The collection charge will be £13,300 in year one, followed by £13,300 per annum for the remaining four years of the BID. This equates to a collection charge of £29.55 per hereditament in year one based on 450 hereditaments and is approximately 2% of the anticipated billed levy.

Variables To Income	Total
Headline BID Levy Rate	1.75%
Levy Rate for Charities	1.5%
Levy Rate for Shopping Centres	1.5%
Total Rateable Value	£28,007,750
Levy Rate Inflation	2%
Additional Income	To be Sourced
Levy Cap	No Cap
Hereditaments	Circa 450
Threshold Above Which Levy Applies	£14,999



	2023/24	2024/25	2025/26	2026/27	2027/28	Total
BID Levy Income	£452,024	£461,065	£470,286	£479,692	£489,286	£2,352,352
Additional Income*	£100,000	£100,000	£100,000	£100,000	£100,000	£500,000
Total	£552,024	£561,065	£570,286	£579,692	£589,286	£2,852,352

Themes

A Memorable City	£110,405	£112,213	£114,057	£115,938	£117,857	£570,470
A Forward-Thinking City	£82,804	£84,160	£85,543	£86,954	£88,393	£427,853
A Safe & Welcoming City	£93,844	£95,381	£96,949	£98,548	£100,179	£484,900
A Connected City	£110,405	£112,213	£114,057	£115,938	£117,857	£570,470
Operating Costs	£110,405	£112,213	£114,057	£115,938	£117,857	£570,470
Levy Collection Costs	£13,300	£13,300	£13,300	£13,300	£13,300	£66,500
Contingency	£30,862	£31,585	£32,323	£33,075	£33,843	£161,688
Total	£552,024	£561,065	£570,286	£579,692	£589,286	£2,852,352

* forecasted

Governance, Accountability and Transparency

1. The BID recognises the importance of accountability and transparency within its governance arrangements. It has recently received full accreditation from British BIDs, an award in respect of internal quality management systems within its first term.
2. The number of Directors for the BID Company (the Board – maximum 12) will include representation from all business sectors to ensure inclusion. This may include some non-levy payers, although always in a minority.
3. The Board's current Chair will continue into the new BID term. Any changes to the BID Chair will be voted on by the BID Board Directors.
4. The Proposer of the new BID and the BID Body is Our Colchester Limited, a not-for-profit organisation, limited by guarantee.
5. The Billing Authority will be Colchester City Council who will be responsible for the issue of bills and collection & enforcement of BID levy payments.
6. The BID will file annual accounts compiled by independent accountants with Companies House. The accounts will be available to all levy payers. An annual report on activities, including finances, will be published. An Annual Meeting for levy payers will be held. The BID will issue a statement every year to levy payers.
7. An Operating Agreement has been agreed with Colchester City Council. A copy can be found at www.ourcolchester.co.uk
8. Notification of the intention to hold a ballot was sent to the Secretary of State on 6th March 2023
9. The BID terms will commence on 1st October 2023 and run for a five year period until September 2028.
10. The Board shall have the ability to vary service delivery and expenditure allocation according to the changing demands of levy payers. However, any change to the BID boundary or to the levy rate proposals would require an alteration ballot.

Finances

1. A cautious approach has been adopted to providing the indicative budget for the BID term.
2. A levy collection rate of 97% has been assumed and this reflects national average.
3. The average annual levy available to be spent by the BID for the term is approx. £470k assuming 97% collection rate.
4. Annual surpluses act as a contingency provision on expenditure, and together with the availability of reserves, provide for an anticipated surplus of 5% of average annual expenditure by the end of the first term.
5. Operating costs of the BID Company are estimated as 20% of total expenditure.

VOTE

OUR COLCHESTER

A BID to make new history

Ballot Period : 23rd June to 20th July

Colchester City Council will send those responsible for eligible hereditaments to be subject to the BID, a ballot paper prior to 23rd June 2023.

Each property or hereditament subject to the BID will be entitled to one vote in the ballot (a 28-day postal ballot) which will commence on 23rd June and close at 5pm on 20th July

2023. Ballot papers received after 5pm on that day will not be counted.

The result of the ballot will be announced as soon as practically possible after it closes.

In order for the proposal to be successful at ballot, the result will need to meet, as a minimum, two independent criteria which are:
(a) of those ballot returned by the close, those voting in favour of the

proposal must exceed those voting against it, and

(b) of those ballot papers returned by the close, the total rateable value of those properties or hereditaments which vote in favour, must exceed the total of those voting against.

If successful at ballot, the new BID will commence delivery of services on 1st October 2023 and will continue for a period of five years to end 30th September 2028.

HOW TO SAY YES

- 1 You will receive one ballot paper for each property that you are eligible to vote for by post. If you do not receive your ballot paper, please email hello@ourcolchester.co.uk
- 2 Please check that each ballot paper received has its own return envelope.
- 3 Complete the ballot paper by putting a cross (X) beside your choice to retain the Our Colchester BID for a further five years or not.
- 4 Write your name and job title and sign the ballot paper
- 5 Each ballot paper must be returned in its own separate envelope
- 6 Return your completed ballot paper/s by post in the pre-paid envelope or within one of the City Centre ballot boxes.
- 7 If you have any questions, please contact hello@ourcolchester.co.uk or call 07490998820.



7 June 2023

Report of	Chief Operating Officer	Author	Cezara Cosma ☎ 01206 508404
Title	Corporate Key Performance Indicator Targets for 2023-2024		
Wards affected	All		

1. Executive Summary

- 1.1 This report proposes the Corporate Key Performance Indicator (KPI) Targets for 2023-2024.

2. Recommended Decision

- 2.1 To set Corporate KPI Targets for 2023-2024 as proposed in the report.

3. Reason for Recommended Decision

- 3.1 To ensure there is a robust corporate performance monitoring framework.

4. Alternative Options

- 4.1 To consider alternative KPI Targets than those proposed.

5. Background Information

5.1 It is proposed that the revised set of KPI measures in the table below is agreed and set for 2023-2024. The KPIs have been chosen to reflect our new financial circumstances and the new Strategic Plan for 2023-2026. They are grouped in a financial theme and themes that reflect the Strategic Plan.

5.2 The 2023-2026 Strategic Plan can be found at Appendix A.

Financial theme			
KPI Description	Frequency	Target	Supporting narrative
Council Tax collected	Monthly	97.65%	It is proposed that the target is increased from 97.50% to pre-covid level. Council Tax collection has remained strong during 2022-2023 at 97.81%
Business Rates (NNDR) collected	Monthly	98%	It is proposed that the target is increased from 95% to pre-covid level. NNDR collection has remained strong during 2022-2023 at 98.01%.
HRA Rent collected	Monthly	98%	It is proposed to keep the current target for 2023-2024; current performance is only just meeting the target at 98.7%. Keeping the target at the current level will be a stretch and a challenge.
Leisure Centre income	Monthly	£6.5m for 2023-2024	This is a new indicator which measures the Leisure Centre income for 2023-2024. Target set to reflect the budget for 2023-2024.
Colchester Museums income	Monthly	£448k admissions income and £88.9k schools income	This is a new indicator which measures the Colchester Museums income for 2023-2024. Target set to reflect the budget for 2023-2024.
Bereavement services income	Monthly	£2,017k total income for 2023-2024	This is a new indicator which measures the Bereavement Services income for 2023-2024. Target set to reflect the budget for 2023-2024.
Garden Waste	Quarterly	Number of active subscribers 7053 (Q4 23-24 only)	This is a new indicator which measures the number of Garden Waste subscribers for 2023-2024. It is only measured in Q4 (Jan – Mar 2024) in line with the scheme going live in January 2024.

Capital Programme	Annually	80% of forecast against spend in the current financial year	This is a new indicator which measures the efficiency of managing our capital programme including schemes delivered by CCHL. The target for 2023-2024 has been set at 70% of spend to have matched the forecasting.

Strategic Plan – Respond to climate emergency theme

KPI Description	Frequency	Target	Supporting narrative
Residual household waste per household	Monthly	354 kg	It is proposed to decrease the target from 346 kg to 354 kg for 2023-2024 in line with forecasted performance for 2022-2023. In 2022-2023 performance measured at 353.80 kg against the 346 kg target.
Household waste reused, recycled, and composted	Monthly	53%	It is proposed to decrease the target from 55% to 53% in line with forecasted performance for 2022-2023. In 2022-2023 performance measured at 52.08% against the 55% target.
Fly tipping incidents	Quarterly	2262 for 2023-2024	This is a new indicator for 2023-2024 which measures the number of fly tipping incidents reported and cleared.
Trees planted	Quarterly	2000 trees	This is a new indicator for 2023-2024 which measures the number of trees planted.
Improving biodiversity	Annually	Increase Grassland Wilding from 7.4 hectares to 8 hectares	This is a new indicator for 2023-2024 which measures the increase in Grassland Wilding from 7.4 hectares to 8 hectares. It has been added to reflect the 2023-2026 Strategic Plan <i>Respond to the climate emergency</i> theme.
Achieving “Pathway to Net Zero” targets to 2030	Twice per year	Reduce our emissions to 5200 tonnes by October 2023 and to 5100 tonnes by March 2024	This is a new indicator for 2023-2024 which measures the reduction of our emissions to 5100 tonnes by March 2024. It has been added to reflect the 2023-2026 Strategic Plan <i>Respond to the climate emergency</i> theme.

Strategic Plan – Deliver homes for the most in need theme

KPI Description	Frequency	Target	Supporting narrative
Affordable homes delivered (gross)	Quarterly	380 homes over three years (2023-2026)	It is proposed that the previous target is kept for the new 3 year period 2023-2026. The target includes the delivery of all affordable housing including Housing Association s106/non s106, Acquisitions, Council new build and First Homes.
Monitoring the number of households in temporary accommodation per 1,000 households.	Monthly	3.0	It is proposed to increase the target from 2.9 to 3.0 households per 1,000. Performance in 2022-2023 measured at 3.59. This measure gives contextual information on current pressures as well as costs within the homelessness service. Demand for affordable housing is increasing as local private rent and housing costs increase. There is a shortage of suitable affordable family accommodation in Colchester.
Average time to re-let council homes	Monthly	28 days	It is proposed that the previous target of 28 days is kept for 2023-2024 as current performance is just meeting the target at 26.73 days for 2022-2023. Keeping the target at the current level will be a stretch and a challenge.
Repairs completed within target timescale	Monthly	95%	This is a new indicator for 2023-2024 which measures the percentage of repairs completed within the target timescales. It has been added to reflect the 2023-2026 Strategic Plan <i>Deliver homes for those most in need</i> theme.
Percentage of homes that do not meet the decent homes standard	Annually	0%	This is a new indicator for 2023-2024 which measures the percentage of homes that do not meet the decent homes standard. It has been added to reflect the 2023-2026 Strategic Plan <i>Deliver homes for those most in need</i> theme.
Customer satisfaction with latest repair	Monthly	90.5%	This is a new indicator for 2023-2024 which measures the customer satisfaction with latest repair. It has been added to reflect the 2023-2026 Strategic Plan

			<i>Deliver homes for those most in need theme.</i>
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Strategic Plan – Improve health, well-being, and happiness theme

KPI Description	Frequency	Target	Supporting narrative
Time to process housing benefit and local council tax support new claims and changes	Monthly	HB – 4 days LCTS – 5 days	It is proposed the targets are increased for 2023-2024 from 5 days for HB and 6 days for LCTS. This will challenge the team to continue to match and exceed performance. The team achieved 2 days (average) for both HB and LCTS in 2022-2023.
Cost of living	Quarterly	DHP – £309 for 2023-2024 EHP – £57k for 2023-2024 (Amount to be confirmed)	This is a new indicator for 2023-2024 which measures the Discretionary and Exceptional Hardship Payments spend. It has been added to reflect the 2023-2026 Strategic Plan <i>Improve health, well-being, and happiness</i> theme.
Disabled Facilities Grant (DFG)	Quarterly	Total spend year to date Target for Spend on DFG: £1.1m (total spend inc. staffing) / 100 completed applications in 2023/24 Approved amount Target for Approved applications at Year End: £350k / 35 applications for 2023/24	This is a new indicator for 2023-2024 which measures the DFG spend and completed applications. It has been added to reflect the 2023-2026 Strategic Plan <i>Improve health, well-being, and happiness</i> theme.
Sickness rate in working days	Monthly	Rolling 8 days	It is proposed the target is lowered to 8 rolling days from the current 7 days target as we are still experiencing an increase in short term sickness due to Covid. Performance in 2022-2023 measured at 9.10 days against the 7 days target.

Strategic Plan – Grow our economy so everyone benefits theme

KPI Description	Frequency	Target	Supporting narrative
Additional Homes	Quarterly	920 homes	It is proposed that the previous target is kept for 2023-2024. This indicator is linked to the 2023-2026 Strategic Plan <i>Grow our economy so everyone benefits</i> theme.

Social value in procurement	Twice per year	70% of all (non-framework) contracts over £100k awarded to include social value benefits	This is a new indicator for 2023-2024 which measures the amount of social value gained on corporate contracts over £100k. It has been added to reflect the 2023-2026 Strategic Plan <i>Grow our economy so everyone benefits</i> theme.

5.3 **CBH KPI Targets.** The following KPI Targets have been determined and agreed by Portfolio Holder for Housing and Communities and detailed in the Colchester Borough Homes new Medium Term Delivery Plan, approved at the Principal Liaison Meeting in February 2023 by the CBH Board and PFH for Housing and Communities.

- HRA Rent Collected
- Monitoring the number of households in temporary accommodation per 1,000 households.
- Average time to re-let council homes
- Repairs completed within target timescale
- Percentage of homes that do not meet the decent homes standard
- Customer satisfaction with latest repair

6. Equality, Diversity and Human Rights implications

6.1 Where required, specific Equality Impact Assessments have been conducted for policies and activities rather than for individual performance indicators.

7. Strategic Plan References

7.1 Having a robust corporate performance monitoring framework with appropriate KPI's will contribute to the effective delivery of the Strategic Plan.

8. Consultation

8.1 There are not any direct implications with regard to consultation.

9. Publicity Considerations

9.1 The performance report contains measures for our key performance. Many of these are used to monitor the performance of our services, and as such these may be of public interest. The performance report and related information is published on the Performance section of the Council's website.

10. Financial implications

10.1 The annual budget setting report considered separately by Cabinet will ensure there are appropriate resources to deliver the KPI targets for 2023-2024.

11. Health, Wellbeing and Community Safety Implications

- 11.1 Some of the proposed KPI's will ensure effective performance monitoring of key areas which have a positive impact on Health, Wellbeing and Community Safety.

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 There are no specific risk management implications associated with this decision.

14. Environmental and Sustainability Implications

- 14.1 The KPI targets proposed for recycling and residual waste are examples of indicators of performance at tackling Environment and Sustainability issues. However, as work progresses in responding to the Climate Emergency Declaration, Cabinet may wish to consider if any additional corporate KPI's in this area are required.

Appendices

- A. [2023-2026 Strategic Plan](#)

Background Papers

Not applicable.

A City fit for the Future

Colchester City Council's
Three-Year Plan

April 2023 to April 2026



**Respond to the
climate emergency**

**Deliver Modern
Services for a
Modern City**

**Improve health,
well-being, and
happiness**

**Deliver homes
for those most
in need**

**Grow our economy
so everyone
benefits**

**Celebrate our city,
heritage and
culture**



Our city deserves the very best our Council can deliver.

Together with our partners we must respond to the challenges of our times whilst focussing on what matters most to the people of Colchester. To recognise the distinctive qualities of our rural and city life, our many communities and identities and our culture and heritage.

Our new Three-Year Plan continues to provide a framework, sense of direction and the key outcomes we will address, deliver or influence in the coming years.

Central to all we do will be the discipline and professionalism we can apply, with our partners. To ensure in the most challenging times for our country, as well as our city, that our finances are managed well, that we do all we can with and through others. That our sense of optimism, and ambition show in all we do, to make life better. As Councillors, officers and full Council, for all those that live, and work or visit the great City of Colchester.

Our Three-Year Plan will shape what we do and the outcomes we seek to achieve, mindful of the challenges we face in post Covid-19 world within a cost-of-living crisis.



Respond to the climate emergency

Priorities	Outcomes
Reduce our carbon footprint	Remain on track for the council to be net zero by 2030
Conserve and enhance our biodiversity	Improved biodiversity across all areas of the city by delivering the council's Woodland and Biodiversity Plan. This includes transforming Cymbeline Meadows into a nature reserve
Continue to be a leading council in our waste and recycling collections	Simplified waste and recycling services and progress towards government recycling collection targets of 70%

Deliver Modern Services for a Modern City

Priorities	Outcomes
Colchester Council and supporting organisations work together to a shared and ambitious vision for the future of our city	Closer and more effective work between Colchester City Council, Colchester Commercial Holdings Limited (CCHL) and Colchester Borough Homes (CBH)
Put communities, and their needs, at the heart of our vision and supporting local areas as they help shape and deliver the services which are most important to them	Colchester Borough Homes continues to deliver quality social homes and services for its tenants and leaseholders Land and building assets owned by the council are valued, and rationalised. Whether by sale, transfer to community partners and/or use in support of centre regeneration
Work closely with local partners, charities and organisations to add value (including but not only; Essex County Council, The NHS, The Garrison, and The University of Essex)	Work with Colchester Commercial Holdings Ltd (CCHL) and Colchester Borough Homes (CBH), to ensure funding is in place to continue investment in the homes the council owns and commercial opportunities to increase income to support services for residents Deliver some of our services in a different way, working with our communities and residents to co-design service provision, where appropriate, in a community setting – putting residents and communities in the driving seat of what services they need and how they could be delivered





Improve health, well-being, and happiness

Priorities

Tackle the causes of inequality and support the most vulnerable people in Colchester

Work with residents and partners to address quality of life and issues of happiness

Outcomes

Improving the lives of Colchester residents and those most in need, working with the NHS, charities and others

Reducing the challenges of the cost of living crisis for Colchester residents
Improving the sense of wellbeing of our residents



Deliver homes for those most in need

Priorities

Increase the number, quality and types of homes on offer

Prevent or assist those facing homelessness

Increase affordable housing using buildings or land the council own

Outcomes

Building more council homes to a high standard with improved energy efficiency

Ensuring developers apply beautiful and sustainable design to all house builds across the city

Increasing the number of affordable homes in-line with government targets (seeking 30% where we build)





Grow our economy so everyone benefits

Priorities	Outcomes
Work with partners to create a vibrant city which people want to live in and visit, whilst attracting investment	Developing a longer-term vision and plan to make the most of Colchester's modern city for the benefit of all residents, including young people
	Continuing to develop Tendring and Colchester Borders Garden Community and ensure Colchester communities benefit from the project as much as possible
	Delivering the Town Deal projects to improve the lives of residents and support businesses
	Working with partners, such as Colchester Business Enterprise Agency (Colbea) and the North Essex Economic Board to support local businesses to start up, thrive and grow, whilst making the most of the opportunities that come with modern city status



Celebrate our city, heritage and culture

Priorities	Outcomes
Strengthen Colchester's tourism sector and welcome more visitors each year	Delivering a 12-month programme of events and activities across the city in 2023, called a Year of Celebration
To make our city a better place in which to live and work and visit	<p>Confirming a Masterplan for a transformed, attractive and more accessible city centre that makes the most of our public spaces, heritage and cultural assets (in partnership with Essex County Council)</p> <p>Marketing Colchester as a destination</p>



7 June 2023

Report of	Democratic Services Manager	Author	Matthew Evans
Title	Councillor Personal Development Plan Proposal		
Wards affected	Not Applicable		

 **507832**

1. Executive Summary

- 1.1 This report sets out a proposal for a Personal Development Plan applicable to all Councillors, following a recommendation made by the Member Development Group. It sets out the details of the proposed scheme, together with suggestions as to how the scheme could be most effectively implemented.

2. Recommended Decision

- 2.1 That the proposed Personal Development Scheme set out in the report, with any modifications considered necessary, be implemented.

3. Reason for Recommended Decision

- 3.1 The introduction of system of Personal Development Plans would help support Councillors and enable them to fulfil their duties and responsibilities effectively. It would help Councillors identify areas where training and development was required and provide a process where it is easier for those needs to be met.
- 3.2 Colchester City Council recently retained its Councillor Development Charter Status, and the Member Development Group has indicated that it wishes to apply for Charter Plus status, which requires the implementation of a Councillor Personal Development Plan.

4. Alternative Options

- 4.1 No alternative options are proposed.

5. Background Information

- 5.1 Following Colchester City Council's successful retention of its Councillor Development Charter Status, the Council's Member Development Group indicated that at the next occasion when Charter Status was to be renewed, it should seek accreditation at Charter Plus level, although it is accepted that this will be decision for Cabinet to take in due course. A key element of Charter Plus is implementation of Councillor Personal Development Plans. At its meeting of 7 November 2022, the Member Development Group resolved that comments be sought from Group Leaders in relation to the proposal, and that Cabinet be asked to approve the scheme as outlined in this report. The notes from this meeting are attached to this report at **Appendix 1**.
- 5.2 The Council has, in the past, attempted to introduce Councillor Personal Development Plans (PDP) with somewhat patchy levels of engagement. Feedback was that the system previously introduced was perhaps overly rigid. It is now hoped that changes in ways of working, including the flexibility to engage more remotely, and online forms becoming a more efficient way to collect information from Councillors, coupled with a greater political desire to drive Councillor development forward mean that a Councillor PDP would now be implemented successfully.
- 5.3 Democratic Services Officers have liaised with officers at Essex County Council who have maintained a Councillor PDP scheme for some years, and this discussion has been used to inform the current proposal, which it is hoped has been tailored to meet the needs of Colchester City Council.
- 5.4 It is proposed that the current electronic training needs analysis form (which had achieved a high level of Councillor responses) be amended to incorporate a section relating to a PDP. The responses to the questionnaire would be used to populate a PDP for each Councillor, unless they specifically opted out of this process. Councillors would then be invited to meet with a Democratic Services Officer or their Group Leader either in person or online to finalise the PDP, which would remain in effect for their term of office. The PDP would be monitored and updated when specific goals had been met. A link to the updated draft electronic questionnaire can be found here: [Training Needs Analysis Questionnaire](#)
- 5.5 A number of different methods would be used to support Councillors in fulfilling their PDPs, as it is recognised that although it is hoped that a significant portion of the required learning and development would be delivered by training and briefing sessions arranged by the Council, additional support and learning is likely to be necessary. Details of external information sources (for example the Local Government Association), training sessions and assistance that is provided by other organisations would therefore be collated by Democratic Services in order that Councillors can be directed to resources that help them to meet their identified development needs.
- 5.6 A detailed overview of the PDP process has been developed and is attached at **Appendix 2** to this report. It sets out the purpose of the PDP and contains the PDP form itself, which it is hoped will be very straightforward to complete.
- 5.7 The PDP form contains specific guidance on how continued professional development should be of benefit to all Councillors, whatever their aims are while they are in office, and it is considered essential that the value of the process for all members should be emphasised at every opportunity to maximise the numbers of Councillors participating in the scheme. For this reason, it is intended that when the PDP scheme is adopted, it would be referenced regularly in communications with Councillors, and included in information which is sent to new Councillors. The support of Group Leaders and the

Member Development Group itself is also considered to be of key importance in both raising the profile, and promoting the benefits of the scheme.

5.8 It is proposed that subject to final preparation and agreement of the paperwork, the scheme would be implemented at the start of the 2023/24 municipal year, ready to be utilised by new Councillors, and with as many existing Councillors as possible encouraged to sign up.

5.9 In accordance with the wishes of the Member Development Group, comments on the proposal were sought from Group Leaders, and the responses which were generally positive, although some concern was expressed by one Group Leader about the potential impact on the workload of Councillors. However, a number of non-executive Councillors have also expressed an interest and support for the introduction of PDPs.

6. Equality, Diversity and Human Rights implications

6.1 An Equality Impact Assessment for the Member Development Policy has been completed and can be found on the Council's website via the pathway Colchester Borough Council / Policies, Strategy and Performance/ Equality and Diversity/ Equality Impact Assessment/ Corporate Management. It can be accessed via the link below:-

[Councillor Development Policy EIA](#)

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 direct references to the Strategic Plan but the provision of high-quality member development indirectly supports all the priorities in the Strategic Plan.

8. Consultation

8.1 No consultation is proposed, save for that already carried out via the Member Development Group and Group Leaders.

9. Publicity Considerations

9.1 As detailed in the report, the proposed scheme will be publicised internally to all Councillors, and it is not considered that there are any additional publicity considerations.

10. Financial implications

10.1 As set out in the report. There are no specific financial implications, although the implementation of the scheme will require Democratic Services officer resource. Any proposals for training in the 2023-24 municipal year will be met from the 2023-24 member development budget.

11. Health, Wellbeing and Community Safety Implications

- 11.1 It is not considered that the proposal will have any direct Health, Wellbeing or Community Safety Implications, save for supporting Councillors to further develop their skills to assist their constituents.

12. Health and Safety Implications

- 12.1 It is not considered that the proposal will have any direct Health and Safety Implications.

13. Risk Management Implications

- 13.1 It is not considered that the proposal will have any direct Risk Management Implications.

14. Environmental and Sustainability Implications

- 14.1 It is not considered that the proposal will have any direct Environmental and Sustainability Implications.

Appendices

Appendix 1 – Notes from Member Development Meeting of 7 November 2022.

Appendix 2 – Personal Development Plan overview.

Extract from the notes of the Member Development Group meeting of 7 November 2022

2. Councillor Personal Development Plan Proposal

Matthew Evans, Democratic Services Officer, introduced the report to the Group. He explained that the Council had tried to introduce Personal Development Plans in the past, but this had not been overly successful. Given changes in ways of working, particularly the flexibility to engage more remotely, and with online forms becoming a more efficient way to collect information from Councillors, coupled with a greater political desire to drive Councillor development forward there was now much more scope for the successful introduction of a PDP process. Some form of PDP process would be vital for any successful bid for Charter Plus status.

It was proposed to build a process based on the existing Training Needs Analysis form. The responses to the TNA would be used to populate a PDP for each Councillor, unless they specifically opted out. The process would also build in an opportunity for a discussion with either with the relevant Group Leader or Democratic Services. In developing the proposals officers had consulted with Essex County Council who had operated a PDP process for several years, and their experience had helped inform this proposal.

Training needs identified through the process would be met in a number of a different ways. Where the process indicated a widespread training need this could be met through a session in the member development programme. However, it was anticipated that many individual needs could be met through signposting to resources provided by organisations such as the LGA and the LGIU. It was appreciated that some work needed to be undertaken by Democratic Services to bring these resources together in one easily accessible location.

In discussion, the Group welcomed the work that had been undertaken in developing the process and indicated their support for the proposals. In view of previous experiences, where support for the process had been patchy across the political groups and in view of the importance of the role of Group leaders in the process he Group requested that the views of Group Leaders be sought before the processes was formally referred to Cabinet for approval. It was also suggested that Group Leaders should be able nominate other members within their Group to carry out 121 discussions on their behalf.

Other suggestions made by the Group in respect of the process included:-

- In order to maximise buy in, the possibility of having a session where members could be invited to attend and complete the form, possibly linked to Council meeting with refreshments available.
- Opportunities to work across Councils on the provision of training needs that were identified, to share costs.
- The PDP process could be used to introduce a form of CPD for Councillors. This could involve packages of basic and advanced training on key subjects, on the completion of which Councillors would receive a form of certification.
- Links to the Apprenticeship Levy should be explored.
- IT skills were essential for Councillors and should be included in the training options on the Training Needs form.
- Given the importance of scrutiny and challenge to the work of Councils, it was important the process identified those who needed development in those skills.

RESOLVED that: -

- (a) The Group endorsed the proposed Councillor Personal Development Plan Scheme, and requested that consideration be given to the suggestions made in the meeting.
- (b) The proposed timescales for the implementation of Councillor Personal Development Plans be noted.
- (c) The views of Group Leaders on the proposals be sought before the proposals were referred to Cabinet.

Councillor Personal Development Plan

From (insert date covered by Plan)

Agreed at meeting with
 Group Leader/Democratic
 Services on:

Name:

Identified learning or development need	Objective of learning		How & Who will provide this	Timing by when
	Personal Benefit	Council Benefit		

Councillor Personal Development Plan

From (insert date covered by Plan)

Name: Signed: Date:

Once completed you must either provide a copy of the form or details of any internal or external training identified to Richard Clifford, Democratic Services Officer, for consideration as part of the Annual Training Plan.

Summary of the Core Skills identified in the Political Skills Framework

The Political Skills Framework, devised by Local Government Improvement and Development, identified six core skills areas that applied to all councillors, with more for Cabinet members and Council Leaders. The six core skills are defined as:-

Local leadership

This refers to the need for councillors to engage with members of their community in order to learn about issues of local concern and help to facilitate a vision for the locality. It involves encouraging trust and respect between individuals and groups by mediating fairly and constructively between different organisations and sections of the community.

Partnership working

This aspect of the councillor role focuses on the need to build good relationships with others (i.e. colleagues, officers, community groups and other organisations) by identifying and working collaboratively to achieve shared goals. It recognises the need for councillors to recognise and value different contributions, delegate or provide support as required, and to take a long-term view in developing partnerships.

Councillor Personal Development Plan

From (insert date covered by Plan)

Communication skills

This skill area recognises the need for councillors need to demonstrate excellent communication skills across many different settings, including the ability to listen sensitively and use appropriate language with different groups. Councillors must also communicate regularly and effectively with all parts of their community using different forms of media.

Political understanding

This skill set recognises the need for councillors to develop a range of political skills in order to communicate their values, promote a political vision, and encourage democratic processes and public engagement. It recognises that councillors need to work across group boundaries at times, yet still be able to maintain their own political integrity.

Scrutiny and challenge

Scrutiny and challenge is an important day-to-day aspect of the councillor role. Councillors need to act as a critical friend by identifying opportunities for scrutiny inside and outside the council, and by providing constructive challenge and feedback to others. To be effective in this role, councillors need to analyse information quickly and present arguments that are concise, meaningful and easily understood.

Regulating and monitoring

This skill set relates to the more judicial aspects of the role that require councillors to understand their legal responsibilities and follow protocol when evaluating arguments and making decisions. Not only do councillors need to balance public needs and local policy, they must also monitor progress and seek feedback on their own learning needs.

A copy of the Political Skills Framework is available in the Members Room or online [here](#)



Councillor Personal Development Plan

From (insert date covered by Plan)

Councillor Personal Development Plan

From (insert date covered by Plan)

Personal Development Plan: Guidance for Councillors

Colchester Borough Council is committed to supporting local councillors in carrying out their roles as democratically elected representatives of the community and community leaders, and recognises the need to provide appropriate training, learning and development opportunities to help councillors undertake these roles.

In order to support councillors in this way, it is important that a process is in place to help Councillors identify their learning and development needs.

The purpose of the Personal Development Plan (PDP) is to identify and record a Councillor's learning and development needs. It also provides a framework for recording how these learning and development needs may be met. It is designed to be relatively quick and easy to complete. Whilst completion of a PDP is not obligatory, it is important that Councillors take responsibility for identifying their learning and development needs in order to ensure that they are best placed to represent their constituents.

It should be completed by the Councillor following a discussion between the Councillor and their Group Leader. Group Leaders may, if they wish, nominate other Councillors within their group, to undertake this role on their behalf.

The period of time covered by the PDP is for the Group Leader and councillor to determine. A PDP may cover the four year period of office as a Councillor, but arrangements should be put in place for it to be reviewed at appropriate intervals. It would be appropriate for the PDP to be reviewed if the Councillor were to take on significant new responsibilities.

When considering learning and development needs, Councillors may wish to consider the core skills identified in the political skills framework. These were devised by the LGA as the core skills that apply to all Councillors. Further details of the individual skills are included on the Personal Development Plan. Councillors need to consider and discuss with their group leader the skills and knowledge they need to develop in order to carry out their responsibilities effectively. In particular they may wish to consider the learning and development needs that may have arisen from any new responsibilities they have taken on.

Councillor Personal Development Plan

From (insert date covered by Plan)

In addition the Councillor and group leader may also want to consider more long term development needs and to identify areas of development bearing in mind the need for succession planning.

Councillors are also encouraged to consider learning and development in its widest sense. In addition to the traditional training course, learning and development can take many forms. Shadowing, online courses, research, attendance at meetings on subjects of interest are all forms of development.

Democratic Services should be informed by the group leader when a PDP is agreed as they need to keep a record of the numbers of plans in place. There is no need to provide a copy of the Plan as it is accepted that this is a private document. However, if a copy is not provided and training needs are identified that will require the provision of training then details of these will need to be fed through to Democratic Services in order for these to be considered when drafting the Annual Training Plan.

7 June 2023

Report of	Democratic Services Manager	Author	Richard Clifford ☎ 507832
Title	Member Development Group Annual Report 2022-23		
Wards affected	'Not applicable'		

1. Executive Summary

1.1 The purpose of the Member Development Group is to provide a forum where members can advise on the planning, delivery and evaluation of member development activities. It is an all-party group and is chaired by the portfolio holder with responsibility for member development. The Group is required to report to Cabinet on an annual basis. This report meets this requirement and summarises the work of the Group during the 2022-23 municipal year. The Annual Report sets out information on the provision of member development, expenditure on the member development budget and the position on Councillor Development Charter Status.

2. Recommended Decision

2.1 To receive and note the report of the Member Development Group on the work of the Group in the 2022-23 municipal year.

3. Reason for Recommended Decision

3.1 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.

4. Alternative Options

4.1 No alternative options are presented.

5. Background Information

5.1 The Annual Report of the Member Development Group for 2022-23 is attached as Appendix 1 to this report. This sets out information about the background to the group and its terms of reference and composition. It summarises the main areas of work undertaken by the Group and provides information about the range of development activities undertaken by members of Colchester City Council in 2022-23.

6. Equality, Diversity and Human Rights implications

6.1 An EQIA for the councillor development policy has been prepared and can be accessed via the link below.

<http://www.colchester.gov.uk/CHttpHandler.ashx?id=2290&p=0>

7. Strategic Plan References

7.1 Member development supports all the Strategic Plan priorities by promoting the skills and knowledge members need in order to fulfil their roles effectively.

8. Financial Implications

8.1 The Annual Report sets out expenditure against the member development budget for the 2022-2023 municipal year. There are no financial implications arising from this report.

9. Standard References

9.1 There are no particular references to consultation or publicity considerations or community safety; health and safety, environmental sustainability or risk management implications.

Appendix 1 – Member Development Group Annual Report

Member Development Group: Report to Cabinet 2022-23

1. Introduction

The purpose of the Member Development Group is to provide a forum where members can advise on the planning, delivery and evaluation of member development activities. The Group is made up of a member of each political group and is chaired by the Portfolio Holder with responsibility for member development. In 2022-23 this was Cllr Adam Fox, Portfolio Holder for Local Economy and Transformation.

The Group is required to report to Cabinet on an annual basis. This report meets this requirement and summarises the work of the Group during the 2022-23 municipal year.

2. Terms of Reference

The Group's Terms of Reference are as follows:-

The Member Development Group will advise on the planning, delivery and evaluation of member development activities and make recommendations to Cabinet where appropriate. The Member Development Group will report to Cabinet on an annual basis.

The membership of the Member Development Group will be the relevant Portfolio Holder with responsibility for Member Development and one member from each political group represented on the Council. The Group will be chaired by the Portfolio Holder. Members of the Group will be responsible for the promotion of Member Development within their political group.

The Member Development Group will:-

- oversee the provision of member development opportunities;
- advise on policies and procedures relating to member development; and monitor their implementation and effectiveness;
- regularly review the level and allocation of the Councillor development budget;
- oversee the evaluation of member development opportunities and assess the contribution of member development opportunities towards the Council's corporate objectives;
- ensure that Councillor Development Charter Status is maintained and monitor the progress of the implementation of the recommendations from the Charter Assessment.

3. Composition

The membership of the Group in 2022-23 was as follows:-

Councillor Adam Fox, Portfolio Holder for Local Economy and Transformation, Chair
Councillor Mark Cory

Councillor Robert Davidson
 Councillor David Harris
 Councillor Richard Kirkby-Taylor

The Group has been supported by Richard Clifford, Democratic Services Manager and Matt Evans, Democratic Services Officer.

The Group has met on three occasions in 2022-23: 30 August 2022, 7 November 2022 and 13 March 2023.

4. Main Areas of Work

4.1 The Provision of Member Development

Details of attendance at member development sessions for 2022-23 is at Appendix 1. The attendance figures are positive and have grown significantly since the previous year. This is at least part due to the continued practice of hosting member development sessions and briefing online which makes attendance for Councillors easier. The figures continue to demonstrate a healthy interest in training and development across the Council.

Measurable objectives were established by the Group to help measure the provision of and attendance at member development sessions and performance against these objectives is shown below. The figures for 2021-22 are also included for comparison and to indicate trends.

	Target	2021-22	2022-23
Number of Councillors attending one or more Development Session	80%	94%	96%
Number of Councillors attending 5 or more Development Sessions	25%	78%	78%
Number of Development Sessions or Briefings provided for Councillors over the course of a municipal year	10	28	36
Number of Councillors who have completed Leadership Academy programme during the course of the Municipal Year	1	-	-

The programme of member development has provided briefings to keep members up to date on key Council projects and initiatives.

A key initiative launched this year has been the introduction of Chief Executive briefings. These were regular briefings for all members where the Chief Executive took the opportunity to update members on key issues. The subjects covered have included Electoral Reform, the Town Deal and the Levelling Up Fund and Community Development.

Another key element of the member development programme in 2022-23 has been the continuation of the budget workshop programme successfully introduced in the previous municipal year. The workshops have provided a forum to enable all Councillors to discuss the serious budget challenges for 2023-24 and the Medium Term Financial Forecast. The workshops have become an integral part of the engagement on the budget. Two workshops were held over the course of the municipal year and engagement with the sessions was high.

A number of briefings have been held to keep members up to date on “hot topics” and important initiatives by the Council and partners such as the cost of living crisis support for residents, devolution and new voter identification requirements. Some of these sessions directly enable members to better help the residents they represent.

In December 2022 the Council adopted a new Model Code of Conduct. This was supported by a series of briefings by the Monitoring Officer. Twenty nine Councillors attended one of these sessions and a recording of one of the sessions was made available for those who did not attend.

Planning and licensing training has also been provided to ensure that members are kept up to date with developments in these fields and to ensure that there is a wide pool of members able to sit on the Planning and Licensing Committees. Specialist training has also been held on planning issues, including planning enforcement and section 106 arrangements. The Group was also involved in the planning of the induction process for new councillors elected in May 2023.

4.2 Councillor Development Charter

The Group has responsibility for overseeing and monitoring the work in respect of the Councillor Development Charter. The Council was successfully reassessed for the Charter in April 2022. This is the fourth time that the Council has been successfully assessed against the Charter standard.

The Group has been taken some of recommendations made by the Assessment Team including the following:-

- *To relaunch, rebadge and have a brand for member development, to raise its profile and to include access to the LGA virtual learning modules.*
- *To take forward more joint development between Executive Management Team and Cabinet.*
- *To develop an approach to Personal Development Plans for Councillors through conversations via MS Teams to support individual development.*

Proposals for the introduction of Personal Development Plans for Councillors endorsed by the Group will be submitted to Cabinet in June 2023.

Looking forward, the Council will be subject to a light touch reassessment to check direction of travel in October 2023.

4.3 Member Development Budget and Resources

The expenditure on the member development budget for the 2022-23 municipal year was £3003. This is a considerable underspend on the budget of £8000. The emphasis on training is to use in house resources where possible, and only commission external specialist training when absolutely necessary and this has contributed to the underspend on the budget. For instance, this year licensing training was provided in house rather than commissioning the consultants used previously. In addition, the Council did not nominate a member to attend Leadership Academy this municipal year, which would normally cost in the region of £1000.

The major expenditure on the budget has been the provision of scrutiny training which was commissioned from the Centre for Governance and Scrutiny

Member development is supported by the Democratic Services Team. Considerable time and effort is put into providing sessions and development by officers right across the organisation. The Group wishes to formally record its appreciation for the time and effort that officers and partners put into providing development opportunities for Councillors.

5. Conclusion

The Group's view is that a wide ranging and interesting programme of member development has been provided over the course of the 2022-23 municipal year. The programme of Chief Executive briefings and budget workshops have been particularly welcome and useful in keeping members informed and updated in a period of considerable challenge.

Attendance at Training and Development Opportunities 2022-23 Municipal Year

Councillors	Number of events attended
Arnold, Tracy	14
Barber, Lewis	0
Barton, Lyn	2
Bentley, Kevin	1
Bickersteth, Catherine	6
Bloomfield, Molly	12
Burrows, Michelle	19
Buston, Roger	14
Chapman, Nigel	19
Chuah, Helen	9
Coleman, Phil	2
Cory, Mark	16
Cox, Pam	9
Davidson, Robert	6
Ellis, Andrew	5
Fox, Adam	16
Goacher, Mark	7
Goss, Martin	2
Hagon, Jeremy	15
Harris, Dave	23
Hogg, Mike	14
Jay, Alison	6
Jowers, John	1
King, David	20
Kirkby-Taylor, Richard	10
Law, Jocelyn	21
Laws, Darius	11

Planning Training (Statutory to sit on planning committee) 18-May-22	Committee etiquette, civic and code of conduct induction 19-May-22	New Member Induction 11-May-22
Attendees		
Arnold, Tracy	Arnold, Tracy	Arnold, Tracy
Bloomfield, Molly	Bloomfield, Molly	Bloomfield, Molly
Buston, Roger	Kirkby-Taylor, Richard	Kirkby-Taylor, Richard
Cory, Mark	McLean, Sam	Law, Jocelyn
Hogg, Mike	Rippingale, Kayleigh	McLean, Sam
Lilley, Michael	Smithson, Rhys	Rippingale, Kayleigh
Luxford Vaughan, And	Smith, Paul	Smithson, Rhys
McLean, Sam	Spindler, Michael	Spindler, Michael
Nissen, Steph		Smith, Paul
Rippingale, Kayleigh		
Smith, Paul		

Lilley, Michael	21
Lissimore, Sue	2
Luxford Vaughan, Andrea	20
Maclean, Jackie	1
Mannion, Roger	18
McCarthy, Sam	4
McLean, Sam	7
Moore, Patricia	10
Naylor, Sara	11
Nissen, Steph	7
Oxford, Beverley	0
Oxford, Gerard	1
Pearson, Chris	11
Rippingale, Kayleigh	17
Scordis, Lee	12
Scott-Boutell, Lesley	14
Smith, Paul	21
Smithson, Rhys	18
Spindler, Michael	3
Sunnucks, William	19
Tate, Leigh	4
Warnes, Martyn	15
Willetts, Dennis	17
Wood, Barbara	17
Young, Julie	8
Young, Tim	8
Total sessions attended:	566

Licensing Act 2003 27-Jun-22	CCHL and Subsidiary Companies 14-Jul-22	Colchester Borough Homes 25-Jul-22	Scrutiny Training 27-Jul-22	Licensing Act 2003 02-Aug-22	Chief Executive Briefing - Electoral Reform 02-Aug-22	Parish Council Planning Training 04-Aug-22
						26 Attendees
Burrows, Michelle	Arnold, Tracy Bloomfield, Molly Buston, Roger Chapman, Nigel Coleman, Phil Burrows, Michelle Cory, Mark Cox, Pam Fox, Adam King, David Law, Jocelyn Laws, Darius Lilley, Michael Luxford Vaughan, And Mannion, Roger Oxford, Gerard Scott-Boutell, Lesley Smith, Paul Warnes, Martyn Smithson, Rhys	Arnold, Tracy Bloomfield, Molly Buston, Roger Chuah, Helen Chapman, Nigel Cory, Mark Fox, Adam Harris, Dave Hogg, Mike King, David Law, Jocelyn Lilley, Michael Luxford Vaughan, Andrea McLean, Sam Mannion, Roger Scott-Boutell, Lesley Smith, Paul Scordis, Lee Sunnucks, William Warnes, Martyn Willetts, Dennis Wood, Barbara Young, Tim Smithson, Rhys	Bloomfield, Molly Burrows, Michelle Harris, Dave Lilley, Michael Scordis, Lee Sunnucks, William Smith, Paul Willetts, Dennis Wood, Barbara	Nissen, Steph Mannion, Roger	Buston, Roger Chuah, Helen Cory, Mark Fox, Adam Harris, Dave Hogg, Mike King, David Kirkby-Taylor, Richard Law, Jocelyn Laws, Darius Lilley, Michael Luxford Vaughan, Andrea Pearson, Chris Scordis, Lee Scott-Boutell, Lesley Smithson, Rhys Sunnucks, William Tate, Leigh Willetts, Dennis Wood, Barbara Young, Julie	

Tendring Colchester Borders Garden Community Briefing	Planning Training (Statutory to sit on planning committee)	Taxi and safeguarding training	Chief Executive Briefing - Levelling Up/Shared Prosperity Fund	Town Centre Masterplan Briefing	Budget Workshop	New Rural England Shared Prosperity Fund Briefing
10-Aug-22	17-Aug-22	23-Aug-22	26-Sep-22	04-Oct-22	06-Oct-22	24-Oct-22
Bloomfield, Molly	Burrows, Michelle	Burrows, Michelle	Arnold, Tracy	Chapman, Nigel	Chapman, Nigel	Bloomfield, Molly
Burrows, Michelle	Buston, Roger	Mannion, Roger	Barton, Lyn	Fox, Adam	Cory, Mark	Burrows, Michelle
Chapman, Nigel	Harris, Dave		Burrows, Michelle	Hagon, Jeremy	Cox, Pam	Chapman, Nigel
Chuah, Helen	Laws, Darius		Chapman, Nigel	Harris, Dave	Fox, Adam	Davidson, Robert
Cox, Pam	Mannion, Roger		Chuah, Helen	King, David	Hagon, Jeremy	Ellis, Andrew
Fox, Adam	Naylor, Sara		Cory, Mark	Kirkby-Taylor, Richard	Harris, Dave	Harris, Dave
Harris, Dave	Scordis, Lee		Goacher, Mark	Laws, Darius	Law, Jocelyn	Law, Jocelyn
King, David	Sunnucks, William		Hagon, Jeremy	Luxford Vaughan, And	Laws, Darius	Lilley, Michael
Kirkby-Taylor, Richard	Wood, Barbara		Harris, Dave	Naylor, Sara	Luxford Vaughan, Andrea	Moore, Patricia
Luxford Vaughan, Andrea			Hogg, Mike	Scordis, Lee	Mannion, Roger	Smith, Paul
Mannion, Roger			King, David	Scott-Boutell, Lesley	McCarthy, Sam	Sunnucks, William
Naylor, Sara			Kirkby-Taylor, Richard	Smith, Paul	McLean, Sam	Warnes, Martyn
Pearson, Chris			Law, Jocelyn	Sunnucks, William	Naylor, Sara	Willetts, Dennis
Rippingale, Kayleigh			Lissimore, Sue	Wood, Barbara	Nissen, Steph	
Scordis, Lee			Luxford Vaughan, And	Young, Julie	Rippingale, Kayleigh	
Scott-Boutell, Lesley			Mannion, Roger		Smith, Paul	
Sunnucks, William			Nissen, Steph		Smithson, Rhys	
Willetts, Dennis			Pearson, Chris	Smithson, Rhys	Sunnucks, William	
Wood, Barbara			Rippingale, Kayleigh		Willetts, Dennis	
Young, Julie			Scordis, Lee		Wood, Barbara	
Young, Tim			Scott-Boutell, Lesley		Young, Julie	
			Smith, Paul		Young, Tim	
			Smithson, Rhys			
			Sunnucks, William			

Young, Tim

Cost of Living Crisis Support for Residents Breifing	Chief Executive Briefing - The Story So Far	Briefing on Sustainability and Climate Change	New Model Code of Conduct Training	Sustainability Supplementary Planning Documents Discussion	New Model Code of Conduct Traning	Chief Executive Briefing for all Members - Community Development
25-Oct-22	26-Oct-22	01-Nov-22	09-Nov-22	15-Nov-22	21-Nov-22	21-Nov-22
Barton, Lyn	Arnold, Tracy	Harris, Dave	Bentley, Kevin	Ellis, Andrew	Wood, Barbara	Fox, Adam
Bloomfield, Molly	Burrows, Michelle	Hogg, Mike	Buston, Roger	Scordis, Lee	Young, Tim	Luxford Vaughan, And
Burrows, Michelle	Chuah, Helen	Goacher, Mark	Ellis, Andrew	Moore, Patricia	Young, Julie	Wood, Barbara
Buston, Roger	Cory, Mark	Arnold, Tracy	Fox, Adam	Burrows, Michelle	Scott-Boutell, Lesley	Harris, Dave
Chapman, Nigel	Davidson, Robert	Luxford Vaughan, And	Goss, Martin	Rippingale, Kayleigh	Chapman, Nigel	King, David
Fox, Adam	Fox, Adam	Pearson, Chris	Hagon, Jeremy	Kirkby-Taylor, Richard	Moore, Patricia	Hagon, Jeremy
Goacher, Mark	Harris, Dave	Chapman, Nigel	King, David	Smith, Paul	Davidson, Robert	Law, Jocelyn
Harris, Dave	Hagon, Jeremy	Smith, Paul	Law, Jocelyn	Law, Jocelyn	Laws, Darius	Young, Julie
Hogg, Mike	Hogg, Mike	Scott-Boutell, Lesley	Lissimore, Sue			Rippingale, Kayleigh
King, David	King, David	Law, Jocelyn	Luxford Vaughan, Andrea			Cory, Mark
Lilley, Michael	Laws, Darius	Sunnucks, William	Naylor, Sara			Nissen, Steph
Mannion, Roger	Lilley, Michael	King, David	Smithson, Rhys			Goacher, Mark
Scott-Boutell, Lesley	Chapman, Nigel	Burrows, Michelle	Tate, Leigh			Warnes, Martyn
Smith, Paul	Mannion, Roger	Ellis, Andrew				Lilley, Michael
Sunnucks, William	Rippingale, Kayleigh	Willetts, Dennis				Burrows, Michelle
Warnes, Martyn	Smith, Paul	Hagon, Jeremy				Chapman, Nigel
Willetts, Dennis	Scott-Boutell, Lesley	Warnes, Martyn				Cox, Pam
Young, Tim	Smithson, Rhys	Lilley, Michael				Kirkby-Taylor, Richard
	Willetts, Dennis	McCarthy, Sam				Mannion, Roger
	Young, Tim	Barton, Lyn				Naylor, Sara
Smithson, Rhys						Hogg, Mike
		Smithson, Rhys				Smithson, Rhys
						Arnold, Tracy
						Davidson, Robert

Moore, Patricia
Pearson, Chris

Appendix 1

New Model Code of Conduct Training 29-Nov-22	Rapid Transit System Briefing 05-Dec-22	Dementia in North East Essex 06-Dec-22	Budget workshop 14-Dec-22	Chief Executive Briefin 19-Dec-22	Planning Training 09-Jan-23	Treasury Management training 30-Jan-23
Barton, Lyn Chuah, Helen Harris, Dave Hogg, Mike Jowers, John Mannion, Roger Smith, Paul Sunnucks, William	Arnold, Tracy Barton, Lyn Burrows, Michelle Chapman, Nigel Cory, Mark Ellis, Andrew Hagon, Jeremy Harris, Dave King, David Law, Jocelyn Lilley, Michael Mannion, Roger Moore, Patricia Naylor, Sara Rippingale, Kayleigh Scordis, Lee Smith, Paul Smithson, Rhys Sunnucks, William Warnes, Martyn Willetts, Dennis Wood, Barbara Young, Julie	Hagon, Jeremy Harris, Dave Law, Jocelyn Lilley, Michael Naylor, Sara Pearson, Chris Burrows, Michelle Wood, Barbara	Bloomfield, Molly Buston, Roger Chapman, Nigel Cory, Mark Davidson, Robert Fox, Adam Harris, Dave King, David Kirkby-Taylor, Richard Law, Jocelyn Laws, Darius Lilley, Michael Luxford Vaughan, Andr Mannion, Roger Maclean, Jackie Mannion, Roger Naylor, Sara Pearson, Chris Smithson, Rhys Smith, Paul Sunnucks, William Rippingale, Kayleigh Scordis, Lee Warnes, Martyn Bickersteth, Catherine	Burrows, Michelle Buston, Roger Chapman, Nigel Davidson, Robert Fox, Adam Goacher, Mark Hagon, Jeremy Harris, Dave King, David Law, Jocelyn Lilley, Michael Luxford Vaughan, Andrea Mannion, Roger Moore, Patricia Rippingale, Kayleigh Smith, Paul Smithson, Rhys Tate, Leigh Warnes, Martyn Young, Julie Naylor, Sara Bickersteth, Catherine Jay, Alison	Bickersteth, Catherine Harris, Dave Law, Jocelyn Lilley, Michael Warnes, Martyn Willetts, Dennis McCarthy, Sam	Mannion, Roger Luxford Vaughan, Andi Harris, Dave Smith, Paul Cory, Mark Scordis, Lee Lilley, Michael Wood, Barbara Jay, Alison Pearson, Chris Rippingale, Kayleigh Buston, Roger Chapman, Nigel Arnold, Tracy Warnes, Martyn Sunnucks, William Fox, Adam Willetts, Dennis Law, Jocelyn Nissen, Steph King, David Bloomfield, Molly Naylor, Sara

Planning Enforcement Training	LGA Licensing Conference	Section 106 Agreements Training	Member Briefing on new Voter ID requirements	Member briefing on Devolution	New Model Code of Conduct - completed by watching recording of earlier session
07-Feb-23	07-Feb-23	21-Feb-23	28-Feb-23	06-Mar-23	
Bickersteth, Catherine McLean, Sam Pearson, Chris Fox, Adam Luxford Vaughan, Andrea Wood, Barbara Harris, Dave King, David Willetts, Dennis Hagon, Jeremy Law, Jocelyn Scott-Boutell, Lesley Cory, Mark Lilley, Michael Moore, Patricia Hogg, Mike Buston, Roger Young, Tim Chuah, Helen Sunnucks, William Rippingale, Kayleigh Goacher, Mark Cox, Pam		Jay, Alison Bickersteth, Catherine Luxford Vaughan, Andrea Wood, Barbara Laws, Darius Harris, Dave Willetts, Dennis Hagon, Jeremy Law, Jocelyn Rippingale, Kayleigh Scott-Boutell, Lesley Barton, Lyn Warnes, Martyn Lilley, Michael Burrows, Michelle Cox, Pam Arnold, Tracy Hogg, Mike Buston, Roger King, David Cory, Mark	Jay, Alison Luxford Vaughan, And Wood, Barbara Pearson, Chris Harris, Dave King, David Lilley, Michael Chapman, Nigel Moore, Patricia Smith, Paul Smithson, Rhys Arnold, Tracy Tate, Leigh Hogg, Mike Chuah, Helen Buston, Roger Young, Tim Sunnucks, William Fox, Adam Willetts, Dennis Hagon, Jeremy Warnes, Martyn Cory, Mark	Arnold, Tracy Barton, Lyn Bickersteth, Catherine Bloomfield, Molly Burrows, Michelle Buston, Roger Chapman, Nigel Cory, Mark Cox, Pam Fox, Adam Goss, Martin Hagon, Jeremy Hogg, Mike Jay, Alison Law, Jocelyn Laws, Darius Lilley, Michael King, David Luxford Vaughan, Andrea McCarthy, Sam McLean, Sam Moore, Patricia Pearson, Chris Rippingale, Kayleigh	Coleman, Phil Cox, Pam Warnes, Martyn Spindler, Michael

Scordis, Lee
Scott-Boutell, Lesley
Smith, Paul
Smithson, Rhys
Warnes, Martyn
Willets, Dennis
Wood, Barbara

**Member Briefing
Biodiversity Net Gain**

11-Apr-23

**Chief Executive
briefing**

18-Apr-23

Lilley, Michael
Mannion, Roger
Sunnucks, William
Jay, Alison
Goacher, Mark
Cory, Mark
Kirkby-Taylor, Richard
Luxford Vaughan, Andrea

Burrows, Michelle
Chapman, Nigel
Chuah, Helen
Cox, Pam
Hagon, Jeremy
Hogg, Mike
King, David
Law, Jocelyn
Laws, Darius
Luxford Vaughan, Andrea
Mannion, Roger
Moore, Patricia
Nissen, Steph
Rippingale, Kayleigh
Scott-Boutell, Lesley
Sunnucks, William
Willetts, Dennis
Wood, Barbara

