

# Cabinet Meeting

**Grand Jury Room, Town Hall, High Street,  
Colchester, CO1 1PJ  
Wednesday, 08 March 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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### **Access to information and meetings**

You have the right to attend all meetings of the Council, its Committees and Cabinet. You also have the right to see the agenda (the list of items to be discussed at a meeting), which is usually published five working days before the meeting, and minutes once they are published. Dates of the meetings are available here:

<https://colchester.cmis.uk.com/colchester/MeetingCalendar.aspx>.

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### **Access**

There is wheelchair access to the Town Hall from St Runwald Street. There is an induction loop in all the meeting rooms.

### **Facilities**

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**COLCHESTER CITY COUNCIL**  
**Cabinet**  
**Wednesday, 08 March 2023 at 18:00**

|                  |   |
|------------------|---|
| Leader and Chair | Councillor King (Liberal Democrats)<br>Councillor Cory (Liberal Democrats)<br>Councillor Cox (Labour)<br>Councillor Fox (Labour)<br>Councillor Goss (Liberal Democrats)<br>Councillor Luxford Vaughan (Liberal Democrats)<br>Councillor Nissen (Labour)<br>Councillor J. Young (Labour) |
|------------------|---|

**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 Chair will welcome members of the public and Councillors to the meeting and remind those participating to mute their microphones when not talking. The Chair 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 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.

#### 4 **Minutes of Previous Meeting**

Cabinet will be invited to confirm that the minutes of the meeting held on 25 January 2023 are a correct record.

**Cabinet minutes 25-01-23**

9 - 24

#### 5 **Have Your Say! (Hybrid Cabinet Meetings)**

Members of the public may make representations to Cabinet meetings on any item on the agenda or any other matter relating to the business of Cabinet. This can be made either in person at the meeting or by joining the meeting remotely and addressing the Cabinet via Zoom. Each representation may be no more than three minutes. Members of the public wishing to address Cabinet remotely may register their wish to address the meeting by e-mailing [democratic.services@colchester.gov.uk](mailto: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.

#### 6 **Decisions Reviewed by the Scrutiny Panel**

Cabinet will consider the outcome of a review of a decision by the Portfolio Holder for Neighbourhood Services and Waste in respect of the Review of Saturday Household Drop Off Service by the Scrutiny Panel under the call-in procedure.

**Item 6 Scrutiny Panel recommendation - Review of Saturday Household Drop Off Service**

25 - 28

**Item 06 Appendix A Saturday household drop off service - decision notice**

29 - 32

**Item 06 Appendix B Saturday household drop off service - Portfolio Holder report**

33 - 36

#### 7 **Strategy**

|       |   |           |
|-------|---|-----------|
| 7(i)  | <b>Colchester Strategic Plan 2023-26 - Delivery Plan</b>  | 37 - 116  |
|       | Cabinet will consider a report inviting it to agree the Strategic Plan Delivery Plan 2023-2024 including the allocation of Strategic Plan Delivery Reserve and the Transformation Reserve to deliver against the Strategic Plan Goals.  |           |
| 7(ii) | <b>Devolution and Proposals for North Essex Authorities</b>   | 117 - 152 |
|       | Cabinet will consider a report setting out the latest position in relation to the devolution discussions that leaders have been having in Greater Essex on preparing for a possible devolution bid to government. It recommends proposals for North Essex Authorities (NEA) to work more closely together following the approach as set out in the draft Memorandum of Understanding. |           |
| 8     | <b>Housing and Communities</b>  |           |
| 8(i)  | <b>Department of Levelling Up, Housing and Communities - Local Authority Housing Fund</b>   | 153 - 156 |
|       | Cabinet will consider a report inviting to approve the proposal to seek funding under the Local Authority Housing Fund to provide move on accommodation for Ukrainian and Afghan households currently living with host families or bridging accommodation in Colchester and to agree the Memorandum of Understanding.   |           |
| 8(ii) | <b>Request for Delegated Authority for the Award of HRA Contracts 2023/24</b>   | 157 - 162 |
|       | Cabinet will consider a report inviting it to delegate authority for the award of contracts for works within the Housing Investment Programme 2023/24 to the Portfolio Holder for Housing and Communities.  |           |
| 9     | <b>Neighbourhood Services and Waste</b>   |           |
| 9(i)  | <b>Request for Delegated Authority to Award Recycling Materials Contract</b>  | 163 - 166 |
|       | Cabinet will consider a report inviting it to delegate authority to award the recycling materials contract to the Chief Operating Officer in consultation with the Portfolio Holder for Neighbourhood Services and Waste, subject to a successful and compliant tender process.   |           |

**10 Environment and Sustainability**

- 10(i) Climate Change Policy - recommendation from Policy Panel** 167 -  
170  
Cabinet will consider the recommendation in minute 66 of the Policy Panel meeting of 11 January 2023 in respect of Climate Change Policy.

**11 Resources**

- 11(i) Direct Award Contract for Merchant Services and Water Supply** 171 -  
174  
Cabinet will consider a report to award contracts through the framework agreement for merchant services and for the supply of water to Council buildings which will generate financial savings to the Council.

**12 General**

- 12(i) Progress of Responses to the Public** 175 -  
176  
Cabinet will consider a report setting out details of the responses to representations made by members of the public under the Have Your Say! arrangements.

**13 Exclusion of the Public (Cabinet)**

In accordance with Section 100A(4) of the Local Government Act 1972 and in accordance with The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 to exclude the public, including the press, from the meeting so that any items containing exempt information (for example personal, financial or legal advice), in Part B of this agenda (printed on yellow paper) can be decided. (Exempt information is defined in Section 100I and Schedule 12A of the Local Government Act 1972).

**Part B**  
**(not open to the public including the press)**





## **CABINET**

### **25 January 2023**

*Present:* - Councillor King (Chair)  
Councillors Cory, Cox, Fox, Goss, Luxford Vaughan\*,  
Nissen, J. Young

Councillor Luxford Vaughan attended remotely and did not vote on any of the items.

Also in attendance: Councillors Laws, Pearson, Scott-Boutell, Spindler, Smith, Sunnucks, Willetts

#### **712. Minutes**

*RESOLVED* that the minutes of the meetings held on 16 November 2022 be confirmed as a correct record.

#### **713. Have Your Say!**

Nick Chilvers addressed the Cabinet pursuant to the provisions of Meetings General Procedure Rule 5(1) about the work of the Council's commercial companies. They had a diverse portfolio of services and projects and only generated a modest profit. Not all of what they did was well understood and there was concern about how their work was overseen. There was considerable churn of board members and senior officers. Scrutiny by the Council was light touch and not rigorous. The Council needed to do better in terms of informing the public of the function and work of the companies. It would be better if the companies concentrated on doing a smaller number of tasks but doing them well and allowing others to take on more risky projects.

Councillor King, Leader of the Council and Portfolio Holder for Strategy, explained that the companies did generate a profit, provided social benefits and were an integral part of the Council. In terms of governance and scrutiny, this operated in a culture of collective respect. This was robust, particularly when matters were considered in private session, and was as open and transparent as it could be.

Cabinet members also stressed that the fall in direct government funding meant that the Council had to be more enterprising in order to generate income. The work of the companies was being reviewed and it was possible that they may do less in the future and their accountability would be improved. However they remained a vital part of the Council family and had delivered important gains to the borough, including social housing and improved leisure opportunities.

Trevor Orton addressed the Cabinet pursuant to the provisions of Meetings General Procedure Rule 5(1). He had been seeking improvements to the town centre since 2015. He thanked the new Leader of the Council for his work and support which had led to some

improvements but some issues remained and it was time for these to be tackled. He expressed his disappointment that the Chief Executive had not been able to join the Leader, Zone Warden and himself on a tour of the city centre as she had been on leave. More effort needed to be made to communicate to residents about the work of Council and the identity of its leadership.

Councillor King, Leader of the Council and Portfolio Holder for Strategy, explained that the Chief Executive had a wide range of responsibilities, including the city centre, and was hugely resourceful, dedicated and hard working. Progress was being made and recurring issues were being addressed. It was proposed to amend the budget to include a dedicated budget for maintenance and repairs in the city centre.

Steve Kelly addressed the Cabinet pursuant to the provisions of Meetings General Procedure Rule 5(1) to express his concerns about health issues, including gene therapies and excess death rates. These were relevant issues for the Council and had been raised in Parliament. The provision of vitamin B, which would be simple and cheap, would reduce cancer deaths. The Council should investigate this and provide information to residents so they could make an informed choice.

Councillor J. Young, Portfolio Holder for Housing and Communities, explained that the Council's approach was evidence and data driven. It was working with the NHS to develop a neighbourhood policy which would enable it to better determine the needs of the community and provide better information as to where to direct services and resources.

Councillor Sunnucks attended and with the consent of the Chair, addressed the Cabinet as Shadow Portfolio Holder for Resources. Whilst he was grateful for the information that the administration had shared with him, he had not been provided with all the information he had requested and he was concerned that the Council accounts for 2021-22 had not yet been published. This meant the Council was in breach of its statutory obligations. The accounts were necessary to properly assess the budget and in particular the Treasury Management Statement. Other Councils in Essex had published draft accounts.

Councillor Cory, Portfolio Holder for Resources, highlighted that the accounts referred to covered the period when the Conservative Group had led the Council administration. The publication of the accounts had been delayed by the poor performance of the auditor, BDO. This was an issue right across the local government sector. There was no impropriety. The accounts would be published when the audit process was complete. Councillor King, Leader of the Council and Portfolio Holder for Strategy, explained that the desire to see the accounts was understood and the administration was committed to the principle of transparency. The administration was looking again at what information it could release conditionally. At the meeting of the Scrutiny Panel on 24 January 2023 he had offered to commission an independent external review by CIPFA of the Council's Treasury Management Statement and Strategy.

Councillor Pearson attended and with the consent of the Chair, addressed the Cabinet. He had been concerned that wheeled bins had not been rolled out across the whole of the city and the impact this had on recycling rates, the cleanliness of the city and the health and wellbeing of the operatives. He was pleased to see the budget proposals indicated that consideration was being given to providing wheeled bins across the city.

Councillor Goss, Portfolio Holder for Neighbourhood Services and Waste, indicated that whilst he personally supported wheeled bins, no decisions had been taken yet and there were 6,000 properties which were unsuitable for wheeled bin. However, a review of the Waste Strategy was being undertaken in conjunction with Essex County Council, who seeking to raise recycling rates to 75%. As part of the review, methods of waste collection were being looked at.

#### **714. Colchester Strategic Plan 2023-26 – A City Fit for the Future**

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

Councillor Scott-Boutell attend and with the consent of the Chair addressed the Cabinet to welcome the way residents had been engaged in the preparation of the Strategic Plan and the weight given to their views. It was pleasing to note that particular efforts had been made to listen to hard to reach groups and to those in rural communities. These issues had been examined by the Policy Panel and the Panel was grateful that Cabinet members had attended and listened to their views.

Councillor King, Leader of the Council and Portfolio Holder for Strategy, thanked Councillor Scott-Boutell and the Policy Panel for their work which had made a valuable contribution with test and challenge. The Strategic Plan 2023-26 would set out a framework under which annual delivery plans would sit. This approach had been endorsed by the LGA Peer Review. The annual delivery plans would be closely tied to the budget and to resource allocations. This would enable the Cabinet to be held to account for its performance. The Plan included a new objective “Delivering Modern Services for a Modern City” but this could only be done if the Council changed the way it worked.

Cabinet members endorsed the Plan stressing the input received from the public and across the Chamber. Communication with the public would be vital to engage and demonstrate that the Council had listened to their views in setting its priorities. It was important that Cabinet kept in mind the results of the public engagement, which had demonstrated residents desire to see regeneration of the city centre.

*RESOLVED* that the Strategic Plan 2023-26 be agreed.

*RECOMMENDED TO COUNCIL* that the Strategic Plan 2026 be adopted and included in the Policy Framework.

#### **REASONS**

To enable the Strategic Plan 2023-26 to be agreed and adopted.

The Strategic Plan provides a springboard to maximise the opportunities and benefits of Colchester being granted city status. In the future this will also be supplemented by a long-term vision for Colchester created with others across Colchester to ensure the benefits are fully harnessed.

#### **ALTERNATIVE OPTIONS**

The current Strategic Plan expires at the end of 2022-23 so a new plan is required to reflect future challenges and opportunities. This needs to be adopted by full Council as the absence of a relevant Strategic Plan would create a significant risk of the Council failing to identify and deliver on its core priorities.

#### **715. Budget 2023-24 and Medium Term Financial Forecast 2023-24 to 2027-28**

The Head of Finance and Section 151 Officer submitted a report a copy of which had been circulated to each Member together with the recommendations made by the Scrutiny Panel at its meeting of 24 January 2023.

Councillor King, Leader of the Council and Portfolio Holder for Strategy, explained that the following three principles had underpinned the work on the budget:-

- To face up to the challenge and secure the long term financial future of the Council.
- To secure the services that residents valued most and protected the most vulnerable.
- To recognise that the best decisions were those made together with others.

The process had been very challenging and all the options considered had been difficult. Not taking the difficult decisions and relying on reserves would likely lead to bankruptcy. In view of comments made by Groups and the Scrutiny Panel some amendments would be proposed, and the administration would continue to listen, refine and respond.

Councillor Cory, Portfolio Holder for Resources, introduced the report. Stability was key to the budget proposals. Several external factors had made this the most challenging budget process he had been involved in. These included the legacy of Brexit and the pandemic, the mini budget and the impact of inflation. The budget setting process had been as open as it could be and had included budget workshops, meetings with Alumni and discussions at Governance and Audit Committee. The Scrutiny Panel had also made a number of helpful recommendations. It was accepted that in these difficult circumstances, there would need to be a reduction in some services. The emphasis was on doing less but doing it better. It would focus support on services that residents had identified as most important: environment, town centre and neighbourhoods. It would ensure stability for the period of the MTFP and ensure growth and investment in well run services. It supported the hardest hit and those impacted most by the Cost of Living Crisis. There would be more working with parishes and partners to deliver services.

In terms of the Treasury Management Strategy and Statement, the comments made were welcomed. The format was based on advice from industry experts, LINK and the CIPFA Code had been followed. The figures it contained relating to the capital programme may be amended in due course following the completion of the review of the capital programme. Treasury management training for members had been scheduled for 30 January.

He thanked Paul Cook, Section 151 Officer, and his team for their work in preparing the budget proposals in such difficult circumstances.

Cabinet members also endorsed the proposals stressing how the challenge of delivering a

budget in these circumstances could deliver innovative solutions and thanking the Chief Executive for her work in transforming the Council which had played a key role in delivering modern services for a modern city and allowing a balanced budget to be delivered.

Councillor Willetts, Chair of the Scrutiny Panel, attended and with the consent of the Chair addressed the Cabinet. Scrutiny of the budget was the most important piece of work undertaken by the Scrutiny Panel and considerable time and effort had been devoted to it. He would not address the resolutions of the Panel, which were largely technical, except to highlight that there was a difference of opinion in respect of the Treasury Management Strategy and whether it was possible to have a credible Strategy without a balance sheet as its foundation. However, the commissioning of independent advice on the Strategy was welcomed.

The Panel had made a number of recommendations to Cabinet. The budget was well prepared, balanced and in broad terms followed the priorities of the Strategic Plan. It had recommended that the equality impact assessments be tightened up and further consideration be given to the impact on different ethnic communities, and of the impact on the health of operatives of the suggestion different containers be allowed to be used for garden waste. There had been a lack of clarity as to whether a Treasury Management Statement could be used to support a budget without a balance sheet, and over the use of reserves, so it was recommended training be provided to members.

The Panel had also had some concerns about the assumptions made regarding the proposals to charge for garden waste collections and the impact this may have. In view of proposed reduction in the provision for Neighbourhood Services there appeared to be a conflicting policy objective. It could fall to Neighbourhood Services to deal with the impact of the charging for garden waste services and to take any necessary enforcement action. This conflict needed to be resolved. Finally, the Panel considered that greater consideration needed to be given to the pay settlements in future years in the MTFF. The proposed settlements for 24/25 onwards seemed very optimistic, as stagflation took hold it was likely that pay settlements in excess of these levels would be sought.

Councillor King and Councillor Cory welcomed the Scrutiny Panel's recommendations, and noted their view that the budget was essentially sound. The administration would continue to revisit the assumptions in the budget and would be bringing forward amendment to the proposals that would address some of the recommendations.

Councillor Scott-Boutell attended and with the consent of the Chair addressed the Cabinet to welcome the open nature of the budget setting process and the use of budget workshops. These had been welcome opportunities to share ideas and make suggestions. The development of the Alumni meetings had also been a welcome addition to the budget process. The next challenge would be ensuring residents understood the proposals and understood that the Council was still listening.

Councillor Laws attended and with the consent of the Chair addressed the Cabinet. The impact of the war in Ukraine also needed to be acknowledged as a factor in the challenging economic landscape. The open approach to the budget setting process was welcomed and the Conservative group comments in respect of the accounts were offered in a positive way. There was no allegation of impropriety. However other authorities had

made draft accounts available and it was entirely legitimate to request this. The open conversation on waste collection was also welcomed and further consideration needed to be given to the introduction of wheeled bins, although consideration needed to be given to issues of residual waste.

Councillor Goss, Portfolio Holder for Neighbourhood Services and Waste, welcomed his comments and emphasised the need to consider the health and well being benefits to operatives of wheeled bins and that hybrid methods of collection were more expensive.

Councillor Fox, Portfolio Holder for Local Economy and Transformation, emphasised that the way Councils were funded had changed fundamentally and were now expected to stand on their own feet. The budget proposals would provide stability and allow the Council to deliver modern services to a modern city, notwithstanding the challenging economic circumstances. The thanks to the Finance Team were echoed and it was important that staff were continued to be paid fairly and that the Council maintained its living wage commitments. The Council would continue to deliver a wide range of services, and unlike some other Council, there were no proposals to close any facilities.

Councillor Cory explained that it was proposed to amend the recommended decision by adding the following additional decisions, which were aimed at maintaining neighbourhood services by increasing the prospective income from the early stages of charging for garden waste. It also provided a budget for repairs and maintenance for the City Centre, and to make a recommendation to Council to provide for 100% premium Council Tax charge to be levied on second homes, with effect from 1 April 2024.

*2.7 To amend Appendix D to adjust the technical reconciliation and proposed savings measures in Table D4 as follows:*

*3. Remove Neighbourhoods Discretionary Services reduction savings of £300k*

*8. Garden Waste income - increase from £200k to £600k.*

*26. Remove Review of Tree Maintenance SLA with ECC saving of £50k*

*Add an additional item:*

*Table D5 (new 18) City Centre repairs and maintenance response service at a cost of £50k*

*To make any consequential amendments to Appendix J in light of the above changes.*

*2.8 To recommend to Council that it adopts the provisions contained in section 75 of the Levelling Up and Regeneration Bill once enacted which will permit the Council to apply a 100% premium council tax charge to be levied on second homes in the city with effect from 1 April 2024.*

**RESOLVED** that:-

(a) The 2023/24 Revenue Budget and revised Medium Term Financial Forecast as set out in Appendix A of the Section 151 Officer's report be approved.

(b) To note the Local Government Act 2003 Section 25 budget resilience statement and forecast level of balances set out in Appendix B of the Section 151 Officer's report be noted.

(c) The Treasury Management Strategy Statement 2023/24 to 2027/28 as set out in Appendix C of the Section 151 Officer's report be approved.

(d) To *RECOMMEND TO COUNCIL* the 2023/24 revenue budget requirement of £25.285m.

(e) To *RECOMMEND TO COUNCIL* Colchester's element of the Council Tax at £211.59 per Band D property being an increase of £6.12.

(f) £400k capital grant funding from the Right to Buy retained receipts reserve as set out in Section 10.7 of the Section 151 Officer's report be approved.

(g) To amend Appendix D of the Section 151 Officer's report to adjust the technical reconciliation and proposed savings measures in Table D4 as follows:

3. Remove Neighbourhoods Discretionary Services reduction savings of £300k

8. Garden Waste income - increase from £200k to £600k.

26. Remove Review of Tree Maintenance SLA with ECC saving of £50k

Add an additional item:

Table D5 (new 18) City Centre repairs and maintenance response service at a cost of £50k

To make any consequential amendments to Appendix J in light of the above changes.

(h) To *RECOMMEND TO COUNCIL* that it adopts the provisions contained in section 75 of the Levelling Up and Regeneration Bill once enacted which will permit the Council to apply a 100% premium council tax charge to be levied on second homes in the city with effect from 1 April 2024.

(i) The recommendations made by the Scrutiny Panel at its meeting on 24 January 2023 be accepted.

## **REASONS**

To balance the 2023/24 budget and revise the Medium Term Financial Forecast.

## **ALTERNATIVE OPTIONS**

No alternative options were proposed.

## **716. Local Government Association Peer Challenge Report and Action Plan**

The Chief Operating Officer submitted a report a copy of which had been circulated to each Member together with the recommendations made by the Scrutiny Panel at its meeting of 16 January 2023.

Councillor King, Leader of the Council and Portfolio Holder for Strategy, explained that the Council's executive leadership team had sought a Peer Review from the Local Government Association (LGA) to help it reshape the Council in order to meet the

demands it was now facing. A Peer Review was an independent assessment by an external team of officers and Councillors. The Review Team had made a series of key recommendations and the Action Plan set out how these would be delivered. The Peer Review Team would return to review and assess progress in July 2023.

Councillor Willetts, Chair of the Scrutiny Panel, attended and with the consent of the Chair addressed the Cabinet to explain the recommendations made by the Panel. The Panel had considered that although the Action Plan was an effective plan, it could be improved in several places. Recommendation 3 needed to be defined and more clarity given between this recommendation and recommendation 1. It was considered that this recommendation was concerned with the heavy work required to make City Status a success and this needed further definition. Recommendation 4 need to include a reference to the role of Councillors as local leaders and to explain what would happen once the mapping of partners and anchor institutions was complete. Recommendation 5 needed to highlight the linkages between the Strategic Plan and the budget, whilst recommendation 6 needed to highlight the importance of the Boundary Commission review, which was the lynchpin to this work.

Councillor King welcomed the Scrutiny Panel recommendations which were very helpful. The first year of City Status work was designed to give some breathing space for discussions with the boards of anchor institutions and ambassadors as to how the full benefits of City Status could be realised.

Councillor Cox, Portfolio Holder for Heritage and Culture, indicated she agreed with the Panel's analysis of division of responsibilities around City Status, and that many of the issues raised would be addressed through the Economic Strategy.

*RESOLVED* that

- (a) the Peer Challenge Action Plan be approved as the Council response to the key recommendations made the following the Peer Challenge.
- (b) the recommendations made by the Scrutiny Panel at its meeting on 16 January 2023 be accepted.

*REASONS*

To ensure the Council responds appropriately to the key recommendations made by the Local Government Association Peer Challenge and in turn support the continuous improvement of how the Council is operated.

*ALTERNATIVE OPTIONS*

To approve alternative actions to respond to the key recommendations of the Peer Challenge.

**717. Half Year April - September 2022 Performance Report, KPIs and Other Performance News**



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

Councillor King, Leader of the Council and Portfolio Holder for Strategy, explained that the Key Performance Indicators would be reviewed going forward so that they reflected new priorities and resources.

*RESOLVED* that performance against Key Performance Indicators be noted and it be noted that where Key Performance Indicators had not been met that appropriate corrective action had been taken.

#### *REASONS*

To review half year performance for 2022 – 2023 and ensure robust performance management of key Council services.

#### *ALTERNATIVE OPTIONS*

No alternative options were presented to Cabinet.

### **718. Half Year April – September 2022 Performance Report 2020-2023 Strategic Plan Action Plan**

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

*RESOLVED* that satisfactory delivery against the Strategic Plan Action Plan be confirmed and that the Council has made satisfactory progress in meeting its strategic goals.

#### *REASONS*

To ensure the Council has robust performance management of delivery against key strategic goals.

#### *ALTERNATIVE OPTIONS*

No alternative options were presented to Cabinet.

### **719. Have Your Say on the Future of Colchester**

Minute 59 of the Policy Panel meeting of 30 November 2022 was submitted to Cabinet, a copy of which had been circulated to each Member.

*RESOLVED* that Cabinet focus on the importance of obtaining views from young people [under 18], and residents who were digitally excluded.

#### *REASONS*

Cabinet had taken the views of the Policy Panel into account in the engagement with

residents that had informed the new Strategic Plan.

#### *ALTERNATIVE OPTIONS*

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

### **720. Local Council Tax Support Scheme 2023-24**

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

Councillor Smith, Chair of the Governance and Audit Committee, attended and with the consent of the Chair addressed Cabinet. The Governance and Audit Committee had looked at the draft scheme and supported it. It was important that the Council did all it could to support those hit hardest by the cost of living crisis. The support this scheme provided to those most in need was vital.

Councillor Cory, Portfolio Holder for Resources, explained this a valuable benefit in kind. All residents had to pay some element of Council Tax but the scheme provided support of up to 85% to the most vulnerable. Whilst the Scheme had an impact on Council funding at all levels, it helped maintain high Council Tax collection rates.

*RESOLVED* that:-

The following elements be included within the Local Council Tax Support scheme 2023/24:

- Increase the maximum entitlement to 85% for working age claimants.
- Disregarding certain crisis payments paid to taxpayers (Local Welfare Provision)
- Disregarding emergency increase in national welfare benefits

*RECOMMENDED TO COUNCIL* that the Local Council Tax Support scheme 2023/24 be approved and adopted.

#### *REASONS*

To provide more financial support to low-income households throughout the City.

#### *ALTERNATIVE OPTIONS*

Not to make any changes to the scheme for 2023/24.

### **721. Report of Urgent Decision taken under Rule 22 of the Cabinet Procedure Rules**

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

Councillor Cory, Portfolio Holder for Resources, explained that whilst there was a financial impact from the decision to increase the pay award mid-year, this had been budgeted for this year and was now included in the Medium Term Financial Forecast.

*RESOLVED* that note the decision taken by the Leader of the Council in respect the revised pay award 2022/23 under the urgency provisions in Cabinet Procedure Rule 22 be noted.

#### **REASONS**

A decision taken under Rule 22 of the Cabinet Procedure Rules must be reported to the next meeting of Cabinet.

#### **ALTERNATIVE OPTIONS**

No alternative options were presented to Cabinet.

### **722. Colchester's New Economic Strategy 2022-25**

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

Councillor Fox, Portfolio Holder for Local Economy and Transformation, introduced the report. The New Economic Strategy built on the previous Strategy. Whilst economic circumstances were challenging, there was an expectation that the Council would boost the local economy. It reflected the Council's priorities of having an inclusive economy, the commitment to raising pay levels through championing the Living Wage and improving infrastructure. The Strategy set out how Colchester would compete for talent and investment to help tackle inequalities and improve residents' lives by improving skills and increasing job growth. Working with partners and business and local authority partners would be key in delivering the Strategy. Decarbonisation was also an important theme of the Strategy.

There were several programmes and initiatives in place to support the Strategy including the Town Deal projects, grant schemes from the Shared Prosperity Fund and the Rural Prosperity Fund, the Colchester Skills Programme, the Digital Strategy and the Levelling Up project.

Thanks were expressed to Karen Turnbull, Economic Strategy Specialist, for her work in developing the Strategy.

*RESOLVED* that the new Economic Strategy 2022-25 for Colchester be approved.

*RECOMMENDED TO COUNCIL* that the Economic Strategy be adopted as part of the Council's Policy Framework.

#### **REASONS**

With Colchester recently honoured with city status as part of The Queen's Platinum Jubilee celebrations, Colchester's new Economic Strategy is timely.

Colchester is a hot spot for innovation and investment. Employment levels are high and businesses have proved their resilience. However, the combined impact of the pandemic, the UK's departure from the EU, the situation in Ukraine and climate change are presenting unprecedented economic challenges.

This Strategy aligns strongly with partners and their strategies to coordinate our efforts to support an inclusive economy. It charts a course to take Colchester's economy forward in partnership:

- supporting the economy to survive and thrive.
- enabling Colchester to compete for future talent, investment and influence; and
- improving people's lives and tackling inequalities through gaining and improving skills, encouraging jobs growth, influencing health and transport choices; and delivering more effective digital connectivity and improved personal and commercial prospects from this.

#### *ALTERNATIVE OPTIONS*

To not adopt the Economic Strategy. There are however clear risks to not having a robust evidence based strategy in place such as not achieving local priorities, not being able to evidence and articulate Colchester Borough Council's wider vision for the economy and not providing a strong focus to our partners about their contribution to meeting our priorities and helping economic recovery.

#### **723. Colchester Commercial Holdings Ltd Annual Report for 2021-22**

Minute 336 of the Governance and Audit Committee meeting of 30 November 2022 was submitted to Cabinet, a copy of which had been circulated to each Member.

Councillor King, Leader of the Council and Portfolio Holder for Strategy, thanked the Governance and Audit Committee for its work in scrutinising the work of the commercial companies, which was valued. It was anticipated that the review process would put the companies on a firmer footing and the recommendations were accepted.

*RESOLVED* that:-

- (a) Greater details be provided to the Governance and Audit Committee with regard to the maintenance of the fibre broadband network.
- (b) Detailed projections be provided to the Governance and Audit Committee in relation to the proposed solar panel site at the Northern Gateway development.
- (c) An explanation be provided for the delays in the production of accounts, and confirmation that the accounts would be referred back to the Governance and Audit Committee to review,

(d) More information be provided to the Governance and Audit Committee in respect of the potential risks and rewards associated with the Turnstone development.

(e) Details with regard to the level of investment and expected returns associated with the fibre network itself be provided to the Governance and Audit Committee.

### **ALTERNATIVE OPTIONS**

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

### **724. Housing Revenue Account Estimates 2023-24**

The Chief Operating Officer Director submitted a report a copy of which had been circulated to each Member.

Councillor J. Young, Portfolio Holder for Housing and Communities, introduced the report and the associated report on the Housing Investment Programme. The proposals in the reports delivered on the priorities set out in the Asset Management Programme. This included maintaining the housing stock to the Decent Homes standard. Elements of this included the commitment to achieving an EPC rating of C by 2030 and the submission of a bid for £1 million from the Social Housing Decarbonisation Fund. There was an emphasis on tenant safety and the campaign for acquisition and new build to increase the provision of social housing continued. Work on Elfreda House continued and should be completed in the next financial year. Increasing regulation and the impact of inflation meant that the Council needed to be more efficient in its approach. Social housing rents had previously included utility costs. In view of the above inflation increase, these were now capped at 50% of costs which demonstrated the commitment to helping those most in need.

Government and regulatory policies had had a negative impact on the HRA Business Plan and the long term viability of the HRA would need to be looked at going forward.

**RESOLVED** that:-

(a) The HRA revenue funded element of £9,507,300 included within the total management fee for Colchester Borough Homes (CBH) be approved (set out in paragraph 5.14 of the Chief Operating Officer's report).

(b) Dwelling rents as calculated in accordance with central Government's rent policy be approved (set out in paragraph 5.7 of the Chief Operating Officer's report).

(c) The HRA revenue funded element of £9,507,300 included within the total management fee for Colchester Borough Homes (CBH) be approved (set out in paragraph 5.14 of the Chief Operating Officer's report).

(d) It be noted that the revenue contribution of £3,304,000 to the Housing Investment Programme (HIP) was included in the budget (paragraph 5.29 of the Chief Operating Officer's report).

(e) The HRA balances position in Appendix B of the Chief Operating Officer's report be noted.

(f) The Medium Term Financial Forecast (MTFF) set out at Appendix C of the Chief Operating Officer's report and the 30 Year HRA financial position set out at Appendix E of the Chief Operating Officer's report be noted

### *REASONS*

Financial Procedures require the preparation of detailed HRA estimates for approval by the Cabinet, setting the new rent levels for the new financial year.

### *ALTERNATIVE OPTIONS*

No alternative options were presented to Cabinet.

## **725. Housing Investment Programme 2023-24**

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

### *RESOLVED* that:-

(a) The Housing Investment Programme for 2023/24 be approved.

(b) The Capital Medium Term Financial Forecast (CMTFF) set out at Appendix A of the Chief Operating Officer's report be noted.

### *REASONS*

Each year as part of the process to agree the Council's revenue and capital estimates the Cabinet is required to agree the allocations to the Housing Stock Investment Programme. These allow for work to be undertaken to maintain, improve, and refurbish the housing stock and its environment.

Members annually agree to accept a proposed 5 year Housing Investment Programme (HIP) in principle as the framework for procuring housing related planned works, improvements, responsive and void works and cyclical maintenance.

The proposed investment programme is linked to the Asset Management Strategy (AMS) and reviewed annually in the light of available resources and for each annual allocation to be brought to Cabinet for approval as part of the overall HIP report.

The Colchester Borough Homes (CBH) Board have considered the content of the Cabinet report submitted and is now seeking approval for the 2023/24 Capital programme.

The Chief Operating Officer's report seeks the release of funds under grouped headings as described in the AMS and supported by the Management Agreement dated 9<sup>th</sup> August 2013, which governs the contractual relationship between Colchester Borough Council

(CBC) and CBH.

#### **ALTERNATIVE OPTIONS**

No alternative options were proposed.

### **726. Homes England Compliance Audit Report – social Housing Development**

The Assistant Director submitted a report a copy of which had been circulated to each Member together with

**RESOLVED** that the contents of the Homes England Compliance Audit report.

#### **REASONS**

Homes England have given grant funding towards several of the Council's "New Council Housing programme" social housing developments. It is a requirement of the Homes England grant funding, and the Council's achieved "Investment Partner Status", that an annual compliance check is undertaken and that the findings are reported to the Cabinet. Homes England have selected a site at random, which has been audited, and the Council has met all of the funding obligations.

#### **ALTERNATIVE OPTIONS**

No alternative options were presented to Cabinet.

### **727. Waste and Recycling Services in Highwoods**

The motion on waste and recycling services in Highwoods was submitted to the Council meeting on 1 December 2022 was submitted to Cabinet. It stood referred to Cabinet as the subject matter related to an executive function.

Councillor Jay had submitted a statement to the Cabinet, which was read by the Democratic Services Manager, as follows:-

*As newly elected Councillor for the Highwoods Ward I have received a lot of feedback both via Facebook and Face to Face about the need for wheelie bins. As a resident I can only agree that recent consultations have been flawed with poor communication, no online option and subject to postal charges or hand delivery. There were no facts presented in terms of adopting the use of wheelie bins and its impact on recycling rates and costs. Residents need to make a considered and balanced decision if further consultation is offered to them.*

*Resident preference is for use of wheelie bins but I would like to see this reviewed as part of the wider review of waste strategy with proper consideration given to the issues in the Ward ; flats, narrow roads, lack of storage space due to local build designs, costs of any new equipment/vehicles so a costed and robust proposal with a decision which can be rationalised and communicated properly to all residents. I believe this should be a strategy decision and that further consultation would not be useful.*

Councillor Goss, Portfolio Holder for Neighbourhood Services and Waste, had indicated that the issues raised would be looked at as part of the Waste Strategy going forward.

Councillor Fox, Portfolio Holder for Local Economy and Transformation, explained that Councillor Law was unable to attend and introduce the motion, but he welcomed the indication from Councillor Goss that the review of the Waste Strategy would look at these issues and he was sure Highwoods residents would be keen to engage with the review.

*RESOLVED* that the motion be approved and adopted.

#### *REASONS*

The Motion was consistent with the proposal to review the Waste Strategy.

#### *ALTERNATIVE OPTIONS*

It was open to Cabinet not to approve the motion.

### **728 Progress of Responses to the Public**

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

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

#### *REASONS*

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

#### *ALTERNATIVE OPTIONS*

No alternative options were presented to the Cabinet.



|                       |   |               |                                     |
|-----------------------|---|---------------|-------------------------------------|
| <b>Report of</b>      | <b>Chief Operating Officer</b>  | <b>Author</b> | <b>Richard Clifford</b><br>☎ 507832 |
| <b>Title</b>          | <b>Decisions Reviewed by the Scrutiny Panel – Review of Saturday Household Drop Off Service</b> |               |                                     |
| <b>Wards affected</b> | All wards   |               |                                     |

## 1. Executive Summary

1.1 Cabinet are asked to consider the outcome of the call in of the decision by the Portfolio Holder for Neighbourhood Services and Waste to review the Saturday Household Drop Off Service. The call in was considered by the Scrutiny Panel at its meeting of 3 March 2023, where it made recommendations to the Portfolio Holder, which the Portfolio Holder has not accepted. In these circumstances the decision is referred to Cabinet to determine.

## 2. Recommended Decision

2.1 To determine the decision by the Portfolio Holder for Neighbourhood Services and Waste to review the Saturday Household Drop Off Service in view of the recommendations made by the Scrutiny Panel following the call in of the decision.

## 3. Reason for Recommended Decision

3.1 Where the Portfolio Holder does not accept a recommendation from the Scrutiny Panel following a call in, the decision is referred to Cabinet to determine.

## 4. Alternative Options

4.1 No alternative options are proposed..

## 5. Background Information

5.1 The decision taken by the Portfolio Holder for Neighbourhood Services and Waste on 9 February 2023, to change the current free operating model for the Saturday Household Drop-off Service, was called in by Councillor Sue Lissimore, as Lead Member for the call in request, on 20 February 2023. The four necessary indications of support were received from Councillors Tate, Hagon, Buston, and Barber, and the call in request was declared valid by the Council's Monitoring Officer.

5.2 The text covering the grounds given for the call in request, as submitted by Councillor Lissimore, was as follows (verbatim):

- *No consultation with residents.*
- *No consultation with staff.*
- *Will increase fly tipping.*
- *Will affect those most vulnerable who do not have access to a vehicle.*
- *Is against the Council's Climate policy as it will increase vehicular movements going to recycling centres.*
- *Will increase domestic waste collection services.*

5.3 No informal mediation for the call in was held as the Portfolio Holder indicated that he did not consider it was necessary.

5.4 The Scrutiny Panel considered the call in at its meeting on 3 March 2023. Councillor Lissimore, as the lead on the call in and Councillor Goss, Portfolio Holder for Neighbourhood Services and Waste, both attended the meeting and made representations to the Panel.

5.5 Whilst the full minutes of the meeting have not yet been finalised, the Scrutiny Officer has prepared the summary of the meeting, which includes the full text of the recommendation made by the Scrutiny Panel.

*As Lead member on the call-in, Councillor Lissimore presented and explained the reasons given for challenging the decision in question. Councillor Goss, as Portfolio Holder for Neighbourhood Services and Waste then answered these points and explained how the decision had been taken. The Panel discussed each of the points raised and considered whether enough consultation had occurred, and whether it agreed with the challenges concerning effects on fly tipping, other Council services and on residents.*

*The Panel noted the explanation of the Portfolio Holder for Neighbourhood Services and Waste regarding the work which officers of the Council had done in relation to this decision, showing that consultation of officers had occurred, however concern was raised that no consultation of the public or councillors had been carried out. The Portfolio Holder explained that only 120 out of 193,000 residents used the service [0.06%], and that consultation was not carried out as the users of the service consisted of less than 1% of the population. The Panel discussed this, and asked questions about Cabinet's approach to consultations and what the percentage of residents being affected by a decision would lead to a consultation. The Panel raised concern that there was no policy or guidance to guide Portfolio Holders as to when consultation should be carried out of residents and councillors in regard to decisions taken.*

*The Panel considered the concerns regarding the likely effects on vulnerable residents, council services and fly tipping rates. Individual members of the Panel voiced their concerns as to the potential effects, however the Panel decided that the final three points raised in the call-in, as shown above, could not be evidenced. The view was given that it could not be shown that the decision taken would affect those without a vehicle or go against climate policies due to increasing vehicle journeys to recycling centres (as almost all would need access to a vehicle to transport waste items to the current collection points), or that there would be an increase in use of domestic waste collection services.*

*The Panel discussed the potential for increased fly tipping, and increased costs of dealing with this. The Portfolio Holder for Neighbourhood Services and Waste gave the view that no increase was expected and therefore no increased cost had been factored into the estimate of the savings generated by this decision. Panel members expressed concern that no information or consideration regarding this issue was contained in the decision report.*

*RESOLVED that the decision WAS-002-22 [Review of Saturday Household Drop-off Service] be referred back to the Portfolio Holder for Neighbourhood Services and Waste, for further consideration, with the recommendation that the Portfolio Holder addresses the following concerns: -*

- (a) That the decision had not been subject to consultation and the Panel was concerned that there did not appear to be a policy or formal guidance to guide Cabinet and individual portfolio holders as to how to approach consultations and in what circumstances they should be carried out;*
- (a) That the potential for increased fly tipping which may be caused by this decision has not been addressed, that more data analysis of the likelihood of this happening should have been conducted and content included in the decision report to lay out the expected effects and additional costs to the Council, even if it no increase in fly tipping or Council costs is expected.*

5.6 The Portfolio Holder for Neighbourhood Services and Waste has indicated that he does not accept the recommendations from the Scrutiny Panel. In these circumstances, the matter is referred to the Cabinet to determine the matter.

## **6 Standard References**

6.1 There are no references to the Strategic Plan; consultation or publicity considerations or financial; community safety; health and safety or risk management implications arising from this report. The implications from the proposed decision are set out in the Portfolio Holder report at Appendix B.

## **Appendices**

Appendix A –Review of Saturday Household Drop Off Service Decision Notice

Appendix B – Review of Saturday Household Drop Off Service – report by Portfolio Holder for Neighbourhood Services and Waste



## COLCHESTER BOROUGH COUNCIL

### RECORD OF DECISIONS TAKEN UNDER DELEGATED POWERS

#### Explanatory Note

The Leader of the Council has established Delegation Schemes by which certain decisions may be made by the relevant cabinet member or specific officers.

Cabinet member decisions are subject to review under the Call-in Procedure.

From the date the notice of the decision made is published there are five working days during which any five Councillors may sign a request for the decision to be reviewed (called in) and deliver it to the Proper Officer.

If, at the end of the period, no request has been made, the decision may be implemented. If a valid call- in request has been made, the matter will be referred to the Scrutiny Panel

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#### Part A – To be completed by the appropriate Cabinet Member/Officer

##### Title of Report

**Review of Saturday Household Drop-off Service**

##### Delegated Power

As per the Scheme of Delegation to Cabinet members set out in the Constitution.

##### Decision Taken

To agree to change the current free operating model for the Saturday Household Drop-off Service so that the Council only offers a selection of chargeable Saturday collection services to residents' associations, parish councils, managing agents or other organisations, with the fees as set out within the report.

##### Key Decision

Yes

##### Forward Plan

Details have been included in the Forward Plan

### **Reasons for the Decision**

The recommendation will enable the Council to reduce costs in delivering this service, whilst still maintaining options for residents to take up the service, but also ensuring that only those who need the service are contributing to the cost.

### **Alternative Options**

The Council could pursue the following options, but these have been discounted as outlined below:

#### Option 1 – Continue the existing service

The existing Saturday Household Drop-Off Service costs £559.85 per session for residual waste, and £498.45 per session (allowing for Credit Claim of 2 tonnes) for garden waste. The session costs are based on providing vehicles to collect both residual and garden waste for up to 4 hours on site (08:00-12:00). This is a total of £1,058.29 per session. This operation runs for 24 weeks over spring and summer, leading to a total estimated cost of £25,398.96 per annum. The money to deliver this service is not built into the Council's budget and as such, providing this service places an immediate pressure on the budget.

#### Option 2 - Stop Saturday Household Drop-Off Service completely

Stopping the existing service will reduce the current revenue budget pressure by £25,398.96 per annum. However, it is likely that there will be dissatisfaction from residents and partners.

### **Conflict of Interest**

None

### **Dispensation by Head of Paid Service**

None

### **Dispensation by Monitoring Officer**

None

### **Approved by Portfolio Holder for Neighbourhood Services & Waste**

**Signature Councillor Martin Goss**

**Date 09 February 2023**

(**NB** For Key Decisions the report must be made available to the public for five clear days prior to the period for call-in commencing)

**Part B – To be completed by the Proper Officer (Democratic Services)**

**Portfolio Holder Decision Reference Number**

**WAS-002-22**

**Implementation Date**

This decision can be implemented if no request for the decision to be reviewed (call-in) has been made **after 5pm on Thursday 23 February 2023**

**Call-in Procedure**

The Decision Notice for this decision was published on the internet on **Thursday 9 February 2023**.

A request for reference to the Scrutiny Panel must be made by **5pm on Thursday 23 February 2023**.

**Signature of Proper Officer**  
**K Barnard**





|                       |  |               |  |
|-----------------------|--|---------------|--|
| <b>Report of</b>      | <b>Group Manager of Neighbourhood Services</b>       | <b>Author</b> | <b>Rosa Tanfield<br/>Group Manager<br/>☎ 0330 0538 047</b> |
| <b>Title</b>          | <b>Review of Saturday Household Drop-off Service</b> |               |  |
| <b>Wards affected</b> | All  |               |  |

## 1. Executive Summary

- 1.1 Due to the Council's current financial pressures, a review has been undertaken of the current free Saturday Household Drop-off Service. The current service is used by around 1% of the Borough's population and costs the Council approximately £23,500 per year. This report sets out a recommendation to alter the current free service and provide chargeable options to resident associations, managing agents, parish councils and other organisations, in order to reduce the cost of providing the service.

## 2. Recommended Decision

- 2.1 To agree to change the current free operating model for the Saturday Household Drop-off Service so that the Council only offers a selection of chargeable Saturday collection services to residents' associations, parish councils, managing agents or other organisations, with the fees as set out within the report.

## 3. Reason for Recommended Decision

- 3.1 The recommendation will enable the Council to reduce costs in delivering this service, whilst still maintaining options for residents to take up the service, but also ensuring that only those who need the service are contributing to the cost.

## 4. Alternative Options

- 4.1 The Council could pursue the following options, but these have been discounted as outlined below:

### Option 1 – Continue the existing service

The existing Saturday Household Drop-Off Service costs £559.85 per session for residual waste, and £498.45 per session (allowing for Credit Claim of 2 tonnes) for garden waste. The session costs are based on providing vehicles to collect both residual and garden waste for up to 4 hours on site (08:00-12:00). This is a total of £1,058.29 per session. This operation runs for 24 weeks over spring and summer, leading to a total estimated cost of £25,398.96 per annum. The money to deliver this service is not built into the Council's budget and as such, providing this service places an immediate pressure on the budget.

### Option 2 - Stop Saturday Household Drop-Off Service completely

Stopping the existing service will reduce the current revenue budget pressure by £25,398.96 per annum. However, it is likely that there will be dissatisfaction from residents and partners.

## 5. Background Information

- 5.1 The Council currently provides a free household drop-off service on specific Saturdays during the spring and summer months. This service allows residents to dispose of bulky items not normally collected with household waste and garden waste.
- 5.2 The current service visit 45 community locations (some are visited more than once) over a period of eight weeks. This service is repeated at the same 45 locations, three times per year over the course of 24 weeks.
- 5.3 From 08:00 until midday on prescribed Saturdays two teams, comprising of two collection vehicles (garden waste and refuse) and two drivers, each attend three community locations over the course of the morning.
- 5.4 It is estimated that 120 customers utilise the service across the six locations per Saturday. This equates to 720 customers over the eight-week period covering all the community locations. With a population of over 197,200 residents in Colchester, it is estimated that less than 1% of the population utilise this service.
- 5.5 It is proposed that the Council offers Parish Councils and/or Residents Associations and/or any other groups or organisations a bespoke service which could include residual waste collection only, green recycling only or both services.
- 5.6 The service hours would change to 08:00 - 11:00 on a Saturday (from 08:00-12:00) to ensure the vehicles can be tipped on the Saturday before midday to avoid Essex County Council surcharges for Saturday afternoon tipping or the extra cost associated with tipping on a Monday.
- 5.7 The new services would include charges for 3 hours on site and 1.5 hours for travel to site, travel to tip and return to depot which accurately reflects the time taken to deliver the service.
- 5.8 The time related costs include the hourly cost of an HGV driver, a large refuse collection vehicle and officer time to manage the request, resourcing and arrange invoicing/chase late payments.
- 5.9 The following service charges are proposed. No variation or negotiation would be applied to these charges. The charges would be reviewed at least annually to ensure that they reflect the true cost of delivering the service:

### Residual waste (black bag) drop-off service

Cost: £481.26 per session

### Garden waste drop-off service (two option):

Option 1: Standard cost (£492.86 per session) discounted by 2 tonnes Credit Claim income (£30.70 per tonne) (typical loadings in 22/23 have been approximately 1 tonne.);  
Cost: £431.46 per session

Option 2: Standard cost (£527.66 per session) that is then discounted by whatever Credit Claim income is achieved at £30.70 per tonne. Note slightly higher initial cost because more officer time is required due to the need to discount the final invoice based on actual Credit Claim.

- 5.11 Potentially different customers at nearby locations could use the service and share costs.

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

- 6.1 An [Equality Impact Assessment](#) has been completed.

## **7. Strategic Plan References**

- 7.1 The proposal within this report aligns to the Strategic Objective of 'Tackling the climate challenge and leading sustainability', in particular the ambition to 'continue to support residents to reduce, reuse and recycle their waste' in the [Strategic Plan 2020-23](#).
- 7.2 The Council reports on several Key Performance Indicators (KPIs) and more specifically K1W1 relating to the amount of residual waste produced by households across Colchester. The existing free Saturday Household Drop-Off Service draws in waste produced by households across Colchester and does not incentivise residents to consider reuse or recycling options, and as such, negatively impacts this KPI. Additionally, it could be perceived that the services involving the removal of residual waste undermines the Council policy that stipulates residents must only present one wheeled bin or three bags of waste every two weeks (unless residents have been granted an exemption).
- 7.3 The proposed recommendation will potentially improve the K1W2, percentage of material recycled through the opportunity for residents to present additional garden waste.

## **8. Consultation**

- 8.1 No consultation has been or will be carried out.

## **9. Publicity Considerations**

- 9.1 The Council's website and systems will be updated to deliver the agreed recommendation.

## **10. Financial implications**

- 10.1 Arguably the existing service undermines the Council's offering through the chargeable bulky waste collection service. The chargeable bulky collection service provided to residents is popular and reduces the costs of delivering the service through the charges that are set out.
- 10.2 The recommendation will reduce the ongoing budget pressure of £25,398.96 per annum.

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

- 11.1 Health, wellbeing and community safety are not being impacted, as the service will continue with other options available to residents, including those at no-cost.
- 11.2 The Council has evidence that there is no direct correlation between the availability of free drop off or bulky collections and prevalence of fly tipping. Analysis of fly tipping numbers suggests that it is mainly driven by season, peaking in the summer months.

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

- 12.1 Health and safety will not be impacted by this decision.

## **13. Risk Management Implications**

13.1 There are no additional risks identified, other than those outlined in section 5.

#### **14. Environmental and Sustainability Implications**

14.1 At both a national and local level policy is focused on the three 'R's; reduce, reuse and recycle. The existing free service draws in a significant amount of additional waste and as such, it could be viewed the existing service does not align with the current direction of the Council's waste policies and strategies.



Item  
**7(i)**

**Cabinet**

**8 March 2023**

**Report of** **Chief Operating Officer** **Author** **Richard Block**  
[Richard.block@colchester.gov.uk](mailto:Richard.block@colchester.gov.uk)

**Title** **Colchester Strategic Plan 2023-26 – Delivery Plan**

**Wards affected** All

## 1 **Executive Summary**

- 1.1 This report proposes a delivery plan for 2023/2024 to deliver the goals of the new Strategic Plan 2023-26 (attached) which was adopted by the Council on 22 February 2023.
- 1.2 The Local Government Peer Challenge emphasised the need for a strong link between priorities and capacity to deliver. This plan is a key element of ensuring this.
- 1.3 The proposed delivery plan recognises the significant opportunities for Colchester as well as the significant transformation of Council services that will be required to deliver required budget savings and to provide services for a modern city.
- 1.4 Considering the unprecedented revenue savings required by the Council's Medium Term Financial Forecast, one off funding has been allocated for 2023/2024 to support transformation of services and the delivery of key strategic goals. The plan proposes allocations of this funding.
- 1.5 This delivery plan also recognises that to deliver the key objectives for Colchester it is even more important that the Council works with and enables other organisations to support delivery of key priorities for the city.

## 2 **Recommended Decisions**

- 2.1 To agree the Strategic Plan Delivery Plan 2023-2024 including the allocation of Strategic Plan Delivery Reserve and the transformation funding to deliver against the Strategic Plan Goals.

### **3 Reason for the Decision**

- 3.1 To ensure delivery against the Strategic Plan 2023-26 including the allocation of appropriate resources.

### **4 Alternative Options**

- 4.1 It is essential that an adequately resourced delivery plan is in place to ensure delivery of the Council's Strategic Plan. There are a range of actions that could deliver against the Strategic Plan but the proposed actions represent those that deliver most effectively with the available resources. The action plan can also be reviewed throughout the year if alternative actions emerge.

## **5 Background**

- 5.1 The Council's Strategic Plan describes the organisation's view of the main priorities for the city. It covers a three-year time span, although many of the issues it addresses are long-term in nature.
- 5.2 The Strategic Plan 2023-26 (appendix A) sets out six strategic goals:
- 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
- 5.3 Each strategic goal includes key aims, which address the key issues facing the City area and each priority includes key goals against which success will be measured.
- 5.4 The delivery plan (appendix B) provides a springboard to maximise the opportunities and benefits of Colchester being granted city status. In the future this will also be supplemented by a long-term vision for Colchester created with others across Colchester to ensure the benefits are fully harnessed.
- 5.5 This new delivery plan is being considered at a time of significant uncertainty and challenge and recognises the need for services to be transformed for the future through a new strategic theme to develop modern services for a modern city. This will include responding to the recent Local Government Association peer challenge including reviews of the of the Colchester Council family of companies. The plan also recognises that the City Council needs to increasingly work with others and enable them to help deliver key priorities.

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

- 6.1 The Strategic Plan 2023-26 will continue to support the importance of equality and diversity in all aspects of life in Colchester.
- 6.2 The Equality Act requires councils to have an equality objective, and the new Plan does that throughout its themes and priorities. An Equality Impact Assessment is attached as appendix C.

## **7 Strategic Plan References**

- 7.1 The themes and priorities of the Strategic Plan 2023-26 will be reflected in officer reports to councillors following its adoption by full Council.

## **8 Consultation**

- 8.1 The key priorities identified in the plan arise from a range of information sources including various assessments available such as [Census data](#), [ONS data sources](#), [Essex Open Data](#), [Public Health Profiles](#), [indices of deprivation](#), [Colchester Joint Strategic Needs Assessment \(JSNA\) profile 2019](#) as well as on results of public consultation. Consultation to inform the proposed strategic plan has included a public survey run during Autumn 2022. This resulted in 1113 responses. This was supplemented by several resident focus groups. A report of the responses is shown at appendix D.
- 8.2 The proposed delivery plan responds to the broad themes identified in the consultation. The results of the consultation will also be used to inform the delivery plan that will be considered by Cabinet in March 2023.
- 8.4 Key themes from the consultation were:
- The majority of respondents agreed that they enjoy living/working in Colchester but fewer respondents agreed that they felt a sense of community in the area of Colchester. 'Creating Safe, Healthy and Active Communities' was also the 1st or 2nd priority for 60% of respondents suggesting this is a valid area the plan should focus on.
  - Improving and regenerating the town centre was mentioned by respondents throughout the consultation also suggesting this is an area of focus for the strategic plan. When asked about Colchester becoming a city, the regeneration of the city centre received the highest number of comments at 22%. Next, was culture/heritage and tourism at 21%.
  - The desire to have pride in the place which they lived was mentioned throughout the survey, however currently this appears to be lacking for a number of residents emphasising the need for a strong future vision for the city.
  - Climate and environment was also important to many respondents although this needs to be balanced with some of the difficulties for some in utilising sustainable methods of transport

## **9 Publicity Considerations**

- 9.1 The Strategic Plan is a key element of the Council's continued external engagement activity. The Council will continue to ensure promotion of strategic activity via new and existing communications channels including direct, in person, in the media, on social media platforms and on its website. Some of the allocations in the delivery plan will support additional activity.
- 9.2 The Council will communicate at key milestones of strategic projects to promote a strong positive reputation for the City, with half-year updates on the website.

## **10 Financial implications**

- 10.1 The Strategic Plan sets the framework for the Council's three-year Medium Term Financial Forecast. This is a period of significant financial challenge and uncertainty, and the plan strikes a balance between ambition for the city with the reality of these financial circumstances.



- 10.2 In the budget approved by Council in February 2023, one off funding was used to create a Strategic Plan Delivery Reserve of £550K and £1.4M was allocated for transformation of services. The delivery plan proposes allocating this funding to support delivery against the Council's strategic aims and ensure future budget savings required by the Medium Term Financial Forecast can be delivered.

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

- 11.1 Health, wellbeing and community safety remains a key component in this Strategic Plan. This is clearly identified in the "Tackle Health, Wellbeing and Happiness" strategic aim, and the priority to "improve community safety".

## **12 Health and Safety Implications**

- 12.1 There are no Health and Safety implications from the Strategic Plan.

## **13 Risk Management Implications**

- 13.1 The most significant projects within the delivery plan will be managed using a full agile project management system which includes a risk management system. Where delivery plan work items are being delivered as part of normal service delivery, service risk management processes will be used to manage associated risks.
- 13.2 The absence of a Strategic Plan, or the retention of a Strategic Plan that is no longer fit for purpose, would create risks for the Council failing to deliver on its core priorities and use of resources.

## **14 Environmental and Sustainability Implications**

- 14.1 The Council has declared a Climate Emergency and has committed to being carbon neutral by 2030. This plan will continue to deliver against this commitment as a golden thread throughout the plan as well as through the specific theme to respond to the climate emergency.

## **Appendices**

Appendix A: The Strategic Plan 2023-26.

Appendix B: Strategic Plan Delivery Plan

Appendix C: Equality Impact Assessment

Appendix D: Summary of consultation responses

## **Background Papers**



**Colchester City Council's Three-Year Plan  
April 2023 to April 2026**

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.

## Colchester City Council's Three Year Plan 2023-26

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.

| Goal                                      | Aims  | Outcomes  |
|---|---|---|
| Respond to the climate emergency          | <p>Reduce our carbon footprint</p> <p>Conserve and enhance our biodiversity</p> <p>Continue to be a leading council in our waste and recycling collections</p>  | <p>Remain on track for the council to be net zero by 2030</p> <p>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</p> <p>Simplified waste and recycling services and progress towards government recycling collection targets of 70%</p>   |
| Deliver Modern Services for a Modern City | <p>Colchester Council and supporting organisations work together to a shared and ambitious vision for the future of our city</p> <p>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</p> <p>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)</p> | <p>Closer and more effective work between Colchester City Council, Colchester Commercial Holdings Limited (CCHL) and Colchester Borough Homes (CBH)</p> <p>Colchester Borough Homes continues to deliver quality social homes and services for its tenants and leaseholders</p> <p>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</p> <p>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</p> <p>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</p> |

|   |   | how they could be delivered  |
|---|---|--|
| Improve health, well-being, and happiness | <p>Tackle the causes of inequality and support the most vulnerable people in Colchester</p> <p>Work with residents and partners to address quality of life and issues of happiness</p>        | <p>Improving the lives of Colchester residents and those most in need, working with the NHS, charities and others</p> <p>Reducing the challenges of the cost of living crisis for Colchester residents</p> <p>Improving the sense of wellbeing of our residents</p>  |
| Deliver homes for those most in need      | <p>Increase the number, quality and types of homes on offer</p> <p>Prevent or assist those facing homelessness</p> <p>Increase affordable housing using buildings or land the council own</p> | <p>Building more council homes to a high standard with improved energy efficiency</p> <p>Ensuring developers apply beautiful and sustainable design to all house builds across the city</p> <p>Increasing the number of affordable homes in-line with government targets (seeking 30% where we build)</p>  |
| Grow our economy so everyone benefits     | <p>Work with partners to create a vibrant city which people want to live in and visit, whilst attracting investment</p>   | <p>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</p> <p>Continuing to develop Tendring and Colchester Borders Garden Community and ensure Colchester communities benefit from the project as much as possible</p> <p>Delivering the Town Deal projects to improve the lives of residents and support businesses</p> <p>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</p> |
| Celebrate our city, heritage and culture  | <p>Strengthen Colchester's tourism sector and welcome more visitors each year</p> <p>To make our city a better place in which to live and work and visit</p>                                  | <p>Delivering a 12-month programme of events and activities across the city in 2023, called a Year of Celebration</p> <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>   |

|  |  |                                       |
|--|--|---------------------------------------|
|  |  | Marketing Colchester as a destination |
|--|--|---------------------------------------|

## Colchester City Council's Strategic Plan Delivery Plan 2023-24

| TOTAL FUNDING ALLOCATIONS |         |
|---------------------------|---------|
| STRATEGIC PLAN RESERVE    | £558K   |
| TRANSFORMATION RESERVE    | £1,370K |

| Goal                             | Aim  | Action   | Additional financial resource required |                        |
|----------------------------------|--|--|--|------------------------|
|                                  |  |  | Strategic Plan Reserve Funding         | Transformation Funding |
| Respond to the climate emergency | <i>Reduce our carbon footprint</i>           | <p>Deliver the “Our Climate Emergency Action Plan - Colchester City Council (CEAP)” initiatives to reduce emissions across the city and produce positive environmental impacts.</p> <p>Initiate an “Offsetting or Insetting Strategy” to start tackling the remaining carbon emissions in 2030</p> <p>Production of a Climate Change and Active Travel Supplementary Planning Document (SPD)</p> | £40K                                   |                        |
|                                  | <i>Conserve and enhance our biodiversity</i> | <p>Continue the Woodland and Biodiversity Project</p> <p>Work with communities and grant funders to pursue the ongoing development of Cymbeline Meadow into a nature reserve.</p> <p>Production of a Biodiversity Supplementary Planning Document (SPD) to ensure new developments create space for nature</p>   | £80K                                   |                        |

## Appendix B

|  |  |  |  |                |
|--|--|--|--|----------------|
|  | <i>Continue to be a leading council in our waste and recycling collections</i>   | Introduce a new waste and recycling strategy in collaboration with the Environment and Sustainability Panel.   |  | <b>£30K</b>    |
| <b>Deliver Modern Services for a Modern City</b> | <i>Colchester Council and supporting organisations work together to a shared and ambitious vision for the future of our city</i> | <p>Act on the recommendations of the reviews of Colchester Commercial Holdings and Colchester Borough Homes 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</p> <p>Work across CBH and CCHL to produce a Strategic Asset Management Plan for the Council and supporting delivery plan to ensure best use of our assets.</p> <p>Review the Buildings Maintenance programme to ensure our corporate and heritage buildings remain safe and well</p> |  | <b>£1,040K</b> |



## Appendix B

|  |   |   |  |                    |
|--|---|---|--|--------------------|
|  |   | <p>maintained and help to deliver services in the most efficient and effective way.</p> <p>Complete the capital programme review and reset the capital programme including a revised medium term investment programme.</p>  |  |                    |
|  | <p><i>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</i></p>          | <p>Actively use the Communities Can approach (ABCD) to ensure Communities are involved and included in all future plans. This includes the continued roll out of training to teams &amp; members</p> <p>Launch a news citizens panel to ensure communities can help shaped future service provision.</p> <p>Support Parish and Town Councils to produce their own neighbourhood plans.</p> <p>Undertake an Infrastructure Audit and involve Parish and Town Councils in identifying local infrastructure requirements</p> |  | <p><b>£20K</b></p> |
|  | <p><i>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)</i></p> | <p>Work with partners to develop and implement proposals for transformation of key services including Sport and Leisure, Grounds Maintenance, Countryside Sites and Museums.</p>  |  | <p><b>£50K</b></p> |

|  |   |   |             |              |
|--|---|---|-------------|--------------|
| <b>Improve health, well-being, and happiness</b> | <i>Tackle the causes of inequality and support the most vulnerable people in Colchester</i> | <p>Invest time into relationships to influence decision and make joint strategic changes based on lived experience and data</p> <p>Support Development of the Colchester Neighbourhood Model including Council staff alongside partners in Local Neighbourhood Teams/wellbeing hubs to enable and support people in the local community to live well</p> <p>Work within the Health &amp; Wellbeing Alliance to agree new joint priorities focused on the wider determinants of health including housing conditions/warm homes, hospital admission avoidance and hospital discharge, physical activity, mental health, skills and employment, cost of Living Support</p> <p>Work with partners to provide a supportive and inclusive Community for all those moving into the area through one of the Resettlement schemes</p> <p>Review services and ensure compliance with the public sector equalities framework</p> | <b>£43K</b> | <b>£30K</b>  |
|  | <i>Work with residents and partners to address quality of life and issues of happiness</i>  | <p>Continue with and enhance existing cost of living programme of advice and assistance including outreach work</p> <p>Use the new citizens panel to further understand how to respond effectively to issues of happiness</p> <p>Increasing everyday activity and participation of all sectors of the community in active lifestyles as a legacy of the Local delivery pilot</p>  |             | <b>£150K</b> |

|   |   |  |   |  |
|---|---|--|---|--|
|   |   | Develop and implement a programme of repair and renewal of our play parks.   |   |  |
| <b>Deliver homes for those most in need</b> | <i>Increase the number, quality and types of homes on offer</i> | <p>Ensure there is a sufficient supply of suitable sites in sustainable locations to facilitate delivery of new homes, of varying size and type across all tenures.</p> <p>Work in partnership with Developers and Housing Associations to implement Colchester's Local Plan seeking 30% of all new homes to be affordable.</p> <p>Influence the allocation of S106 (or similar) contributions to ensure the delivery of affordable housing is maximised.</p> <p>Increase the amount of guidance available to developers to help inform new housing design and make it beautiful and sustainable.</p> <p>Continue with private sector housing support, advice &amp; enforcement to improve the condition of housing in the private rented sector</p> | <b>All funded from existing funding resources</b> |  |
|   | <i>Prevent or assist those facing homelessness</i>              | <p>Work with partners to deliver the priorities in Colchester's Homelessness and Rough Sleeping Strategy 2020 –25</p> <p>Provide assistance, support and an accommodation pathway for Rough Sleepers through the governments Rough Sleeper Initiative</p>  |   |  |

|  |   |  |  |             |
|--|---|--|--|-------------|
|  |   | Continue with and enhance existing cost of living programme of advice and assistance including outreach  |  |             |
|  | <i>Increase affordable housing using buildings or land the council own</i>  | Continue delivering the New Council Housing Programme and building to Future Homes 2025 standards  |  |             |
| <b>Grow our economy so everyone benefits</b> | <i>Work with partners to create a vibrant city which people want to live in and visit, whilst attracting investment</i> | <p>Work with System Leaders to define a 2040 Vision for Colchester.</p> <p>Deliver the Town Deal projects to improve the lives of residents and support businesses</p> <p>Support the continued success of “Our Colchester Business Improvement District” through it’s board and partnering on projects.</p> <p>Work with partners from North Essex Economic Board to use Shared Prosperity Funding to provide business support.</p> <p>Ensure the Tendring and Colchester Borders Garden Community is plan led and policies are drafted to ensure the City benefits from the development</p> <p>Review options for Colchester market and street trading and agree the future model.</p> <p>Create and deliver a new plan for the neighbourhood, Street Care and Safety services, including service improvements to maintain the quality of public spaces.</p> |  | <b>£50K</b> |

## Appendix B

|   |   |   |   |   |
|---|---|---|---|---|
| <b>Celebrate our city, heritage and culture</b> | <i>Strengthen Colchester's tourism sector and welcome more visitors each year</i> | <p>Have a Year of Celebration through 2023 including coronation celebration, engagement with City Status in all areas, Gladiators Exhibition at the Castle and Siege Spectacular re-enactment</p> <p>Enhance marketing Colchester as a destination including a refresh of Visit Colchester Website, a 3-year successive marketing campaign and collaborative marketing with the Business Improvement District</p>   | <b>£135K</b>  |   |
|   | To make our city a better place in which to live and work and visit               | <p>Work with Essex County Council to develop and adopt a new City Centre Masterplan to guide and direct future development in the City Centre so it is transformed, attractive and more accessible.</p> <p>Delivery of an annual small grants scheme annually for 3 years to support Cultural and Creative Events.</p> <p>Continue existing multiyear grant support to key Arts partners and create additional small pot to support Creative Colchester.</p> <p>Celebrate the historic Coronation of King Charles III</p> | <b>£260K</b>  |   |
|   |   |   | <b>Total Strategic Plan Reserve</b><br><b>£558K</b> | <b>Total Transformation Reserve</b><br><b>£1,370K</b> |

### TOTAL FUNDING ALLOCATIONS

|                               |                |
|-------------------------------|----------------|
| <b>STRATEGIC PLAN RESERVE</b> | <b>£558K</b>   |
| <b>TRANSFORMATION RESERVE</b> | <b>£1,370K</b> |



## Colchester Borough Council

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

#### Section 1: Initial Equality Impact Assessment

*Name of policy to be assessed:*

- Colchester's Strategic Plan 2023-26.

*1. What is the main purpose of the policy?*

- This plan sets out the direction and future potential for our borough. As a Council we have an ambitious range of priorities and goals.
- The Strategic Plan 2023-26 sets the framework for the Council's three-year Medium Term Financial Forecast and its Capital Programme.
- These priorities are kept under review to ensure they remain relevant and take account of changing needs and issues locally, as well as the changing legislative, financial and policy context for local government.

*2. What main areas or activities does it cover?*

- All Council areas and activities.

*3. Are there changes to an existing policy being considered in this assessment? If so what are they?*

- This will update the Council's policy framework.

*4. Who are the main audience, users or customers who will be affected by the policy?*

- All residents, customers, businesses and partners
- Visitors to the borough.

*5. What outcomes do you want to achieve from the policy?*

- Colchester has a rich heritage and an ambitious future. The Strategic Plan 2020-23 sets out five key themes to build on this, and the outcomes will be based on achieving these themes, which are:
- Develop modern services for a modern city
- Respond to the climate emergency
- Tackle health, well-being and happiness
- Deliver homes for those most in need
- Grow our city's economy so everyone benefits
- Celebrate our city and our heritage and culture

The Strategic Plan will have a delivery plan which will set out the specific actions needed to achieve this.

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

- All Council services
- Colchester Borough Homes
- Colchester Commercial Holdings Ltd - parent company to Colchester Amphora Trading, Colchester Amphora Homes and Colchester Amphora Energy
- Town and Parish Councils
- Partners in the public, private, community, voluntary and education sectors
- Businesses
- Employers
- Essex borough/district councils
- Essex County Council
- Essex Police
- Essex County Fire and Rescue Service
- NHS
- North Essex Garden Communities
- Government departments and agencies.



*7. Are you aware of any relevant information, data, surveys or consultations which help us to assess the likely or actual impact of the policy upon customers or staff?*

The Strategic Plan is informed by a range of relevant information, data, surveys or consultations including:

[Census data](#), [ONS data sources](#), [Essex Open Data](#), [Public Health Profiles](#), [indices of deprivation](#), [Colchester Joint Strategic Needs Assessment \(JSNA\) profile 2019](#).

We have also used the wide range of research and statistics which are shown on the Council's website [here](#) (or follow the pathway [www.colchester.gov.uk/Our Council>Local Research and Statistics>Colchester Statistics or >Census](http://www.colchester.gov.uk/Our%20Council%20Local%20Research%20and%20Statistics%20Colchester%20Statistics%20or%20Census)) which include [key statistics for Colchester](#).

This longer term view is important in ensuring that the Strategic Plan takes due account of future needs such as population growth and diversity.

We also referred to the results of a recent consultation shown here.

As priorities are developed, so the objectives and outcomes will be shared and views sought, from potential partners, key stakeholders, councillors and the public. To deliver these shared priorities, the contribution of local stakeholders and other agencies will be particularly important where the Council must work with others and where their help and contributions may be sought.

8. The 'general duty' states that we must have "due regard" to the need to:

- (a) eliminate unlawful discrimination, harassment and victimisation
- (b) advance equality of opportunity between people who share a 'protected characteristic'<sup>1</sup> and those who do not<sup>2</sup>
- (c) foster good relations between people who share a protected characteristic and those who do not.<sup>3</sup>

*Where applicable, explain how this policy helps us to meet the 'general duty':*

The Strategic Plan's broad themes, priorities and goals will all play their part in helping to further or facilitate our 'general duty'.

- The Strategic Plan is a key part of setting the direction and future potential for our City, with its themes providing support in achieving this aim. In summary:
  - Living in welcoming, tolerant and diverse communities helps to eliminate unlawful discrimination, harassment and victimisation.
  - Living in a thriving and prosperous place helps to advance equality of opportunity for everyone in fulfilling their potential.
  - Encouraging communities to meet and interact helps people to know and understand each other better, and it can support joint working on practical solutions.

A positive encouragement towards helping individuals, families and communities to flourish in the borough whatever their circumstances has been a key part of the Council's Strategic Plans since their introduction in 2002. This is backed by:

- The "Tackle health, well-being, and happiness and " theme, and its priority to "Tackle the causes of inequality and support our most vulnerable
- The "Deliver homes for those most in need theme", and its priorities to "Increase the number and quality and types of homes and Meet our duty to prevent or assist those facing homelessness"
- The "Grow our city's economy so everyone benefits" theme

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<sup>1</sup> The Equality Act's 'protected characteristics' include age, disability, gender reassignment, pregnancy and maternity, race, religion or belief and sex and sexual orientation. It also covers marriage and civil partnerships, but not for all aspects of the duty.

<sup>2</sup> This involves having due regard, in particular, to the need to: (a) remove or minimise disadvantages suffered by persons who share a protected characteristic that are connected to that characteristic; (b) take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it, and (c) encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

<sup>3</sup> This involves having due regard, in particular, to the need to (a) tackle prejudice, and (b) promote understanding.

9. This section helps us to identify any disproportionate impacts. Please indicate in the table below whether the policy is likely to particularly benefit or disadvantage any of the 'protected characteristics'.

| 'Protected characteristic' group |  | Positive Impact | Explain how it could particularly benefit the group   | Negative Impact | Explain how it could particularly disadvantage the group |
|----------------------------------|--|-----------------|---|-----------------|--|
| Age                              | Older people (60+)                         | √               | The Strategic Plan is designed to work with and influence people in showing tolerance and in changing behaviours, to enable and create better local communities and better understanding.<br><br>A welcoming and supportive borough will benefit all residents, whatever their personal circumstances or protected characteristics. | None identified | See 10. below  |
|                                  | Younger people (17-25) and children (0-16) |                 |   |                 |  |
| Disability                       | Physical                                   |                 | As "Age" above. It aims to create opportunities for all residents in fulfilling their potential. It helps ensure Colchester is a welcoming and safe place that embraces tolerance and diversity. This includes tackling anti-social behaviour such as disability harassment.  |                 |  |
|                                  | Sensory                                    |                 |   |                 |  |
|                                  | Learning                                   |                 |   |                 |  |
|                                  | Mental health issues                       |                 |   |                 |  |
|                                  | Other – <i>specify</i>                     |                 |   |                 |  |
| Ethnicity <sup>4</sup>           | White                                      |                 | As "Age" above. It helps ensure Colchester is a welcoming and safe place that embraces tolerance and diversity. This includes tackling anti-social behaviour such as racial harassment.   |                 |  |
|                                  | Black                                      |                 |   |                 |  |
|                                  | Chinese                                    |                 |   |                 |  |
|                                  | Mixed Ethnic Origin                        |                 |   |                 |  |
|                                  | Gypsies/ Travellers                        |                 |   |                 |  |
|                                  | Other – <i>please state</i>                |                 |   |                 |  |
| Language                         | English not first language                 | As "Age" above. |   |                 |  |

<sup>4</sup> National Census 2011 categories are: Bangladeshi, Indian, Pakistani, Other Asian (Asian or Asian British), African, Caribbean, Other Black (Black or Black British), White and Black African, White and Asian, White and Black Caribbean (Mixed), British, Irish, Other White (White), Chinese, Other (Other Ethnic Group).

| 'Protected characteristic' group |   | Positive Impact | Explain how it could particularly benefit the group   | Negative Impact | Explain how it could particularly disadvantage the group |
|----------------------------------|---|-----------------|---|-----------------|--|
| Pregnancy and Maternity          | Women who are pregnant or have given birth in last 26 weeks |                 | It aims to address the increasing population – the borough's growth must be matched with opportunities for jobs, homes, infrastructure and community life, now and in the future.   |                 |  |
| Religion or Belief               | People with a religious belief (or none)                    | √               | <p>The Strategic Plan is designed to work with and influence people in showing tolerance and in changing behaviours, to enable and create better local communities and better understanding.</p> <p>This includes tackling anti-social behaviour such as sexual harassment.</p> | √               |  |
| Sex                              | Men   |                 |   |                 |  |
|                                  | Women   |                 |   |                 |  |
| Gender Reassignment <sup>5</sup> | Transgender/ Transsexual                                    |                 |   |                 |  |
| Sexual Orientation               | Bisexual, Heterosexual, Gay or Lesbian                      |                 |   |                 |  |
| Marriage and Civil Partnership   | People who are married or in a civil partnership            |                 |   |                 |  |

**10. If you have identified any negative impacts (above) how can they be minimised or removed?**

- Not applicable. The Strategic Plan is an “overarching vision” for the borough. Individual policies and practices will support its implementation, and equality impact assessments will be part of this process. Negative impacts are more likely to be identified at that point – when the detail of implementation is being assessed. Any such negative impacts can then be considered to see how they can be minimised or removed.

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<sup>5</sup> The protected characteristic of gender reassignment is defined by the Equality Act 2010 as “a person proposing to undergo, is undergoing or has undergone a process (or part of a process) for the purpose of reassigning the person's sex by changing physiological or other attributes of sex.” This is a personal process that may involve medical interventions such as counselling, psychotherapy, hormone therapy or surgery, but does not have to. NB: It is generally held that transgender people disguise their features or clothing to resemble their preferred sex, whereas transsexual people wish to change their body to completely resemble their preferred sex.

11. Could the policy discriminate<sup>6</sup> against any 'protected characteristic', either directly or indirectly<sup>7</sup>?

- No.

## Summary and findings of Initial Equality Impact Assessment

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

| Findings  | Action required   |
|---|---|
| <b>No negative impacts have been identified</b> <input checked="" type="checkbox"/>               | <b>Sign off screening and finish.</b>                                 |
| Negative impacts have been identified but have been minimised or removed <input type="checkbox"/> | Sign off screening and finish.  |
| Negative impacts could not be minimised or removed <input type="checkbox"/>                       | Sign off screening and complete a full impact assessment – Section 2. |
| There is insufficient evidence to make a judgement. <input type="checkbox"/>                      | Sign off screening and complete a full impact assessment – Section 2. |

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

- Richard Block, Chief Operating Officer.

14. Date of completion:

- January 2023

15. Date for update or review of this screening:

- Not applicable – EQIAs are undertaken on a three-year basis, and that matches the 'life' of this Strategic Plan 2020-23. It will however be reviewed if circumstances demand.

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<sup>6</sup> The Council has a general duty to 'eliminate unlawful discrimination, harassment and victimisation'. Direct discrimination occurs when a person is treated less favourably than another in a comparable situation because of their 'protected characteristic' whether on grounds of age, disability, pregnancy and maternity, ethnicity; religion or belief; sex (gender), sexual orientation, or marriage and civil partnership. Indirect discrimination occurs when an apparently neutral provision or practice would nevertheless disadvantage people on the grounds of their 'protected characteristic'.



# The Future of Colchester – A Consultation with Residents and Stakeholders

JANUARY 2023



Survey and discussion groups commissioned by the leader of the council, Councillor David King and Chief Operating Officer, Richard Block to shape the 2023 Strategic Plan.

**Libby Britcher and Tricia Smith**  
Research Officers

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## Introduction

This 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 the borough 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.

## Method

We engaged with residents, councillors, and other local stakeholders through two online surveys, consisting of both quantitative and qualitative questions:

- One for residents and other stakeholders (online), which was live from 5 October – 31 November.
- One for members, city and parish/town councillors (online), which was live from 12 October – 12 December.

We also undertook face-to-face, interactive discussion groups which were led by the content of the survey results and new emerging themes or areas of interest to the current cabinet.

The survey used opportunistic, convenience sampling and was promoted through various channels:

- Press release: 10 October
- Article in internal comms weekly update email: 6 and 28 October
- Toolkit for Members, Parish Council's and One Colchester Partners: issued 7 October
- Web banner on CCC homepage: w/c 10 and 17 October
- Borough News e-newsletter article: 14 October and 11 November issues
- Social media: multiple dates, including 21 October, 28 October, 31 October
- Facebook boost, £50: 31 October

## Sample

1113 responses were received from the residents' survey. Despite being a convenience sample, we still achieved fairly good representation across different demographic groups. For a detailed breakdown by ward, age, gender, ethnicity, and disability see "[Achieved Sample of residents](#)".

There were 22 responses from members and councillors. This survey was extended for one week (5-12 Dec) to gather parish/town councillor responses which generated an additional 16 responses. There were 38 responses in total for the members survey when this closed 9am 12 December.

All those who responded to the residents' survey were invited to take part in some further face to face discussions. 230 showed interest in attending these. A further 123 said they would have been interested if they were to be virtual/online. We invited all those that stated an interest to our face-to-face discussion groups on 15 and 22 November. Of those that expressed an interest, 36 said they would attend. On the two days, a total of 29 attended (16 attendees on 15 November and 13 on 22 of November).

## Headliners

- The majority (67%) of respondents agreed/strongly agreed that they enjoy living/working in Colchester (47% agreed, 19.5% strongly agreed)
- 42% of respondents agreed that they felt a sense of community in Colchester (35.2% agreed, 7.1% strongly agreed)
- Just over half agreed that they would recommend other people to live or work in Colchester (39% agreed, 11.9% strongly agreed)
- In open text box for priorities, two new themes were mentioned: The City Centre and Infrastructure
- 'Creating Safe, Healthy and Active Communities' was the 1st or 2nd priority for 60% of respondents.
- 85% of respondents ranked 'Environment' either first or second (out of 9) in order of importance to them in terms of budget spend.
- 36% ranked 'Parks and Open Spaces' first or second in order of importance.
- 71% ranked 'Corporate Services' 8th or 9th (out of 9).

Throughout this consultation, in open-text survey responses and discussion groups, some new themes emerged and stand-out areas of concern for residents included:

- **City centre regeneration** - Lack of shops, having a 'dirty' appearance, parking and general appearance. (The city centre was discussed by 27% of respondents, when people spoke about the town centre they were referring to the historic centre of Colchester).
- The centre was also mentioned when asked about the opportunities brought by city status.
- **Infrastructure** (including roads) was mentioned by 21.8% of respondents. E.g. How the current infrastructure can't cope with the development of Colchester (and doesn't keep up).
- Other themes mentioned throughout the qualitative responses related to the current strategic priorities and it was clear these were still important to residents. For example; 14.1% mentioned culture/leisure/history and tourism (including retail). During the discussion groups it became clear that residents want Colchester to make more of its history and to have its own identity.
- Other themes also echoed the current strategic priorities and included: Safe, healthy, active communities, climate/environment, housing/development, and employment/economy/education.

## Recommendations

- **Colchester City Centre/high street to be included as a priority in the Strategic Plan.** The City Centre and High Street were highlighted a number of times within the survey responses and discussion groups as a priority for a number of residents. This included regeneration and a 'clean up' of the area. The areas were described as 'dirty' and 'grubby' however this wasn't always related to their cleanliness but how they appeared to be old/broken and outdated.
- **An Identity of its Own:** When residents discussed Colchester in the focus groups they generally spoke about Colchester as being unique and that this should be celebrated, comments in the survey and discussion groups indicated that we could learn from other city's that do it well.
- **Holistic Consultation Process** – there are many meetings, strategies, projects, and consultations continually taking place at Colchester City Council. These could work well if there was more of a holistic approach, and they were more joined up/strategic approach. Is there scope for a staff member to have an oversight of all projects?

- **Consult with Knowledge** consultations should be undertaken with awareness and understanding of local issues and internal plan.
- **Talk and Listen to Residents More** – Whether this is via more consultations or general groups. Residents feel like they are not listened to (there were many comments especially in the survey) where respondents said they weren't going to leave a response as they 'wouldn't be listened to anyway' so 'what's the point'.
- **Increased Communication** (including but not limited to);
  - What Colchester City Council is responsible for
  - What Essex County Council is responsible for (mainly in relation to roads)
  - Ensure staff understand what is in their remit (and if not in their remit, are able to triage appropriately. Residents mentioned 'giving up' when sent from one place to another when staff or organisations do not understand where responsibility lies.)
  - Use the right method of communication (Facebook mentioned as not always the best)
  - Youth (Youth councils mentioned)
  - Ensure full cycle of communication is adopted (e.g. ensure that responses to this piece of engagement is communicated)
  - Ensure staff are educated and understand where responsibilities lie
  - Recognition of how much weight resident opinion has

# Detailed findings

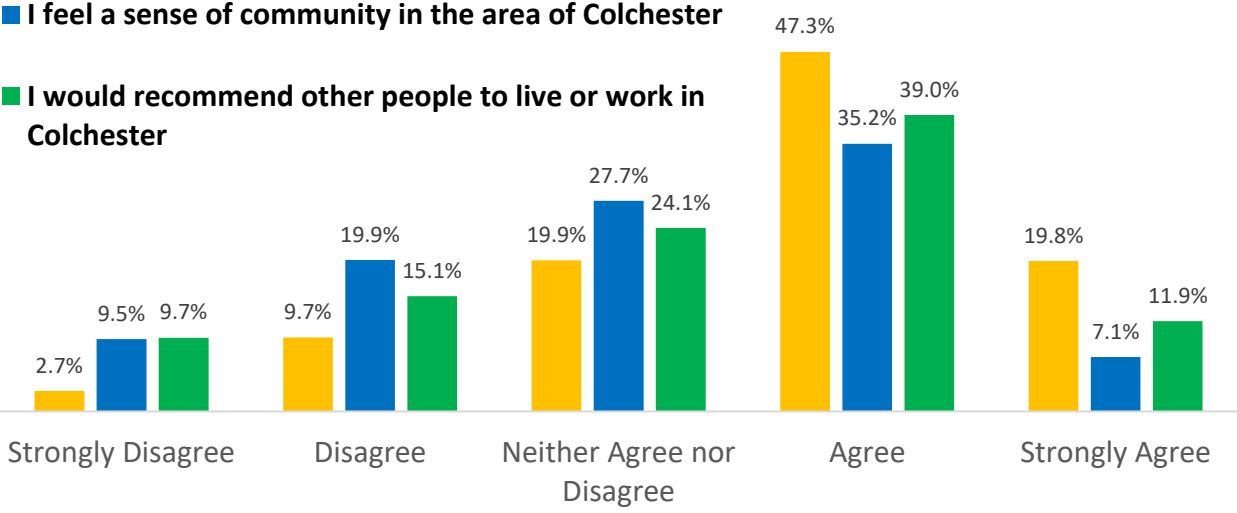
## Living and working in Colchester: Residents sense of community

- The majority (67%) of respondents agreed/strongly agreed that they enjoy living/working in Colchester (47.3% agreed, 19.8% strongly agreed)
- 42% of respondents agreed that they felt a sense of community in the area of Colchester (35.2% agreed, 7.1% strongly agreed)
- Just over half agreed that they would recommend other people to live or work in Colchester (39% agreed, 11.9% strongly agreed)

I enjoy living/working in Colchester

I feel a sense of community in the area of Colchester

I would recommend other people to live or work in Colchester



See Appendix 1,2 and 3 for a full breakdown by age, gender, disability, ethnicity and ward profile.

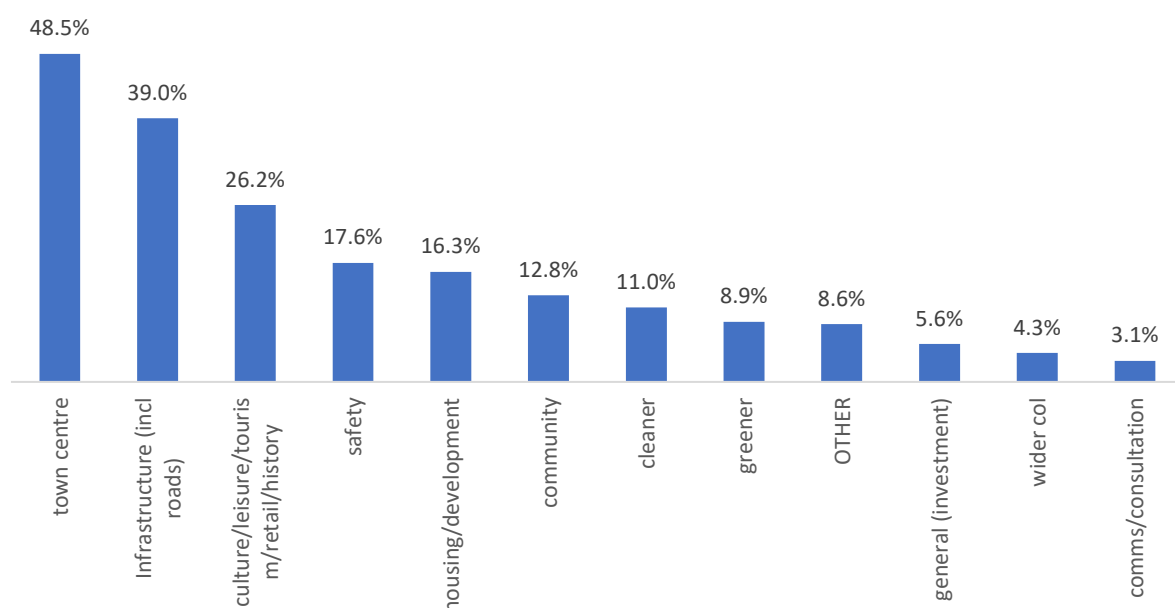
If respondents **didn't** agree with one of the three above statements, they were asked;  
**"What changes in Colchester would you like to see?"**

*All comments were sorted into themes, many comments fell into multiple themes. 55% (n=608) of respondents left a comment. (Detail regarding theme content and examples on next page).*

|   |     |              |
|---|-----|--------------|
| • <b>Infrastructure (Including Roads)</b>       | 237 | <b>39.0%</b> |
| • <b>Communication and Consultation</b>         | 19  | <b>3.1%</b>  |
| • <b>Housing/Development</b>                    | 99  | <b>16.3%</b> |
| • <b>Cleaner</b>                                | 67  | <b>11.0%</b> |
| • <b>Greener</b>                                | 54  | <b>8.9%</b>  |
| • <b>Culture/Leisure/Tourism/Retail/History</b> | 159 | <b>26.2%</b> |

|                               |     |              |
|-------------------------------|-----|--------------|
| • <b>Town Centre</b>          | 295 | <b>48.5%</b> |
| • <b>Safety</b>               | 107 | <b>17.6%</b> |
| • <b>General (Investment)</b> | 34  | <b>5.6%</b>  |
| • <b>Community</b>            | 78  | <b>12.8%</b> |
| • <b>Wider Colchester</b>     | 26  | <b>4.3%</b>  |
| • <b>Other</b>                | 52  | <b>8.6%</b>  |

### Changes residents would like to see



Below are a selection of random, anonymous, verbatim quotes sorted into themes for this question. Quotes are likely to also fall within multiple themes including the one it is sat under.

- **Infrastructure;** Including roads, congestion, car parks, schools and surgeries etc. usually in negative context.
  - *"The town centre needs a massive revamp (its really grim) and you need to stop building houses with no infrastructure"*
  - *"Less houses, more green areas, more things for children to do/places to go, better roads, less traffic, more gp surgeries, better town centre as it's awful!"*
  - *"A better 'city centre' that's clean! With better parking. I refuse to go into town due to the price of parking."*
  - *"Rush hour traffic issues have never been resolved, so many roads are overloaded and have never been improved in the last 70 years."*
- The need for more/better **communication and consultation** from Colchester City Council
  - *"Transparency, honesty and any works undertaken for Colchester Borough, closely monitored, but it won't be. Far too much time and money is wasted, but that will continue"*
  - *"Mote interaction with the uni and other collaborations with the groups and cultures we have."*
- **Housing and development;** often linked to infrastructure comments - usually in negative context.

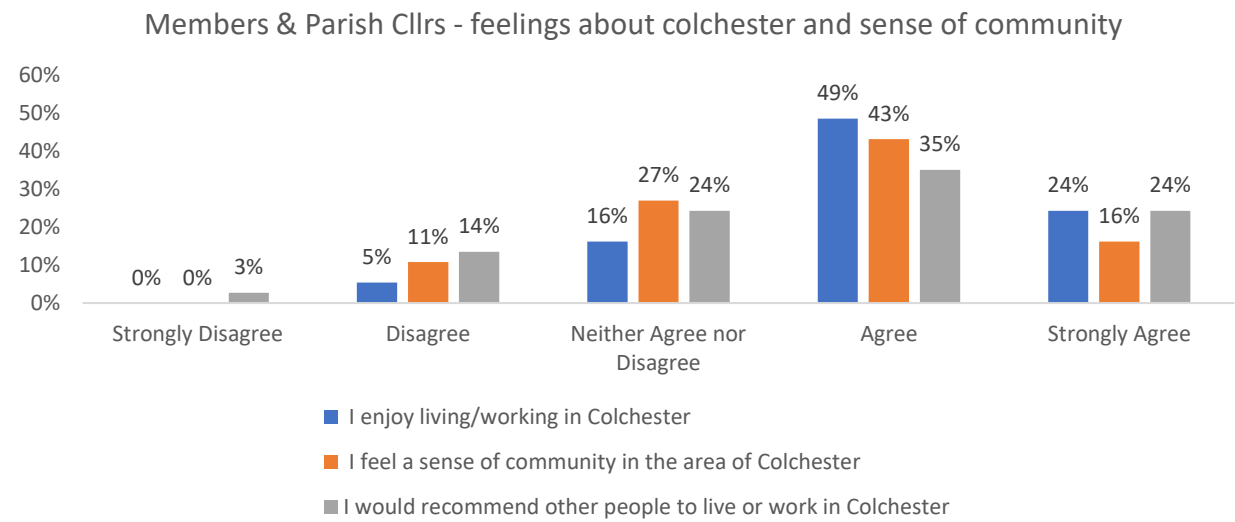
- *"More infrastructure to cope with the enormous amount of new homes. Less 'coffee shops' more real shops. Repair the town centre pavements. More street cleaning."*
- *"It has become an overdeveloped monstrosity"*
- **Cleaner;** physical cleanliness and the appearance of cleanliness - including phrases like 'shabby and run down'
  - *"Ban indiscriminate scooter parking; improved riverside e.g. pop up street food stalls; clean up St Botolph Street; more street cleaning"*
  - *"More community feel, more activities, more investment in running a green, efficient, clean town"*
  - *"...Buildings look rundown, streets are dirty..."*
- **Greener;** This theme includes comments about open green spaces which have been developed, environment and climate comments and smaller scale such as want for trees in areas.
  - *"Less people, stop building, more green space and more for the environment"*
  - *"Too many coffee shops, hairdressers and barbers as well as closing shops that then get replaced and close again. I'd like to see more open space, greenery, maybe shutting off the high street and having tables and chairs out."*
- **Culture/Leisure/Tourism/Retail/History;** often mentioned together in relation to town centre (but not always)
  - *"Get the town centre working as a hub with more reasons to go there. At the moment it's extremely expensive to park to go to either pubs, coffee shops or restaurants. More local independent shops should be financially supported. Make more of what is unique about Colchester and its amazing history"*
  - *"More community and cultural festivals, more international events and a big focus on Roman history."*
- **Town Centre;** regeneration
  - *"More civic pride! City centre smartened up."*
  - *"The town centre is like a dustbin. The pavements are like an obstacle course - dodgy lifted slabs, broken glass, litter and dog mess. The High Street is a disgrace"*
  - *"I would like to see the city centre smartened and cleaned up. Decent roads and pavements are needed. Better social housing. The council property I live in is mouldy and damp suffering from subsidence, mould and damp etc etc."*
- **Safety;** General safety including; policing, anti-social behaviour (ASB), unsafe areas in Colchester and pavements
  - *"It has become a ghetto, It only used to be Greenstead that had a bad reputation, now its the whole of Colchester, thanks to the continuous overdevelopment."*
  - *"Make all the pavements safe, it is safer to walk in the roads, nowadays there is less traffic as no one wants to pay to park, only danger is from scooter users, and yes I have been hit by one on the pavement"*
  - *"The town has no shops, and the town is a very small part of what is colchester that is full of homeless, fly tipping and anti social behaviour"*
- **General (investment);** general comments regarding broad investment
  - *"Better investment in the city centre, better investment in supporting the environment and improving green areas"*

- *"More community feel, more activities, more investment in running a green, efficient, clean town"*
- **Community**
  - *"More neighbourhood community groups for residents to share ideas about their local streets/areas. One time free visit to the local castle for Colchester residents. A better door step rubbish/recycling service from weekly refuse persons. Council workers and police located in local areas of the Borough and towns/locations advertised."*
  - *"More childcare facilities, better free access services for families and children, more community events in the surrounding areas such as Stanway not just in town centre, fix the park in Westlands, better cultural and entertainment facilities"*
- **Wider Colchester** – specifically mentioning an area or outside of centre
  - *"More investment in outlying/satellite communities."*
  - *"Much more social events bringing community and villages closer"*
- **Other;** all other comments (including comment unable to group/theme as too broad or one off comment relating to specific item)
  - *"More links with the football club in the city center, e.g flags, murals, painting cable boxes with former players shirts and names. Have seen it in other towns locally and increases sense of pride in community."*
  - *"More things for young adults to do as there are many students at the colleges and university"*
  - *"More indoor facilities for kids. Kids museum or indoor playatorium"*
  - *"A council that cares for existing residents"*
  - *"More independent businesses, probable lower rents would help"*
  - *"People very unwelcoming...."*

Living and working in Colchester: Members and parish councillors - Feelings about Colchester and a sense of community

A high proportion of members also agreed/strongly agreed:

- That they enjoy living/working in Colchester (49% agreed, 24% strongly agreed)
- That they felt a sense of community in the area of Colchester (43% agreed, 16% strongly agreed)
- And almost two thirds agreed that they would recommend other people to live or work in Colchester (35% agreed, 24% strongly agreed)



If members **didn't** agree, they were asked to tell us;  
**"What changes in Colchester would you like to see?"**

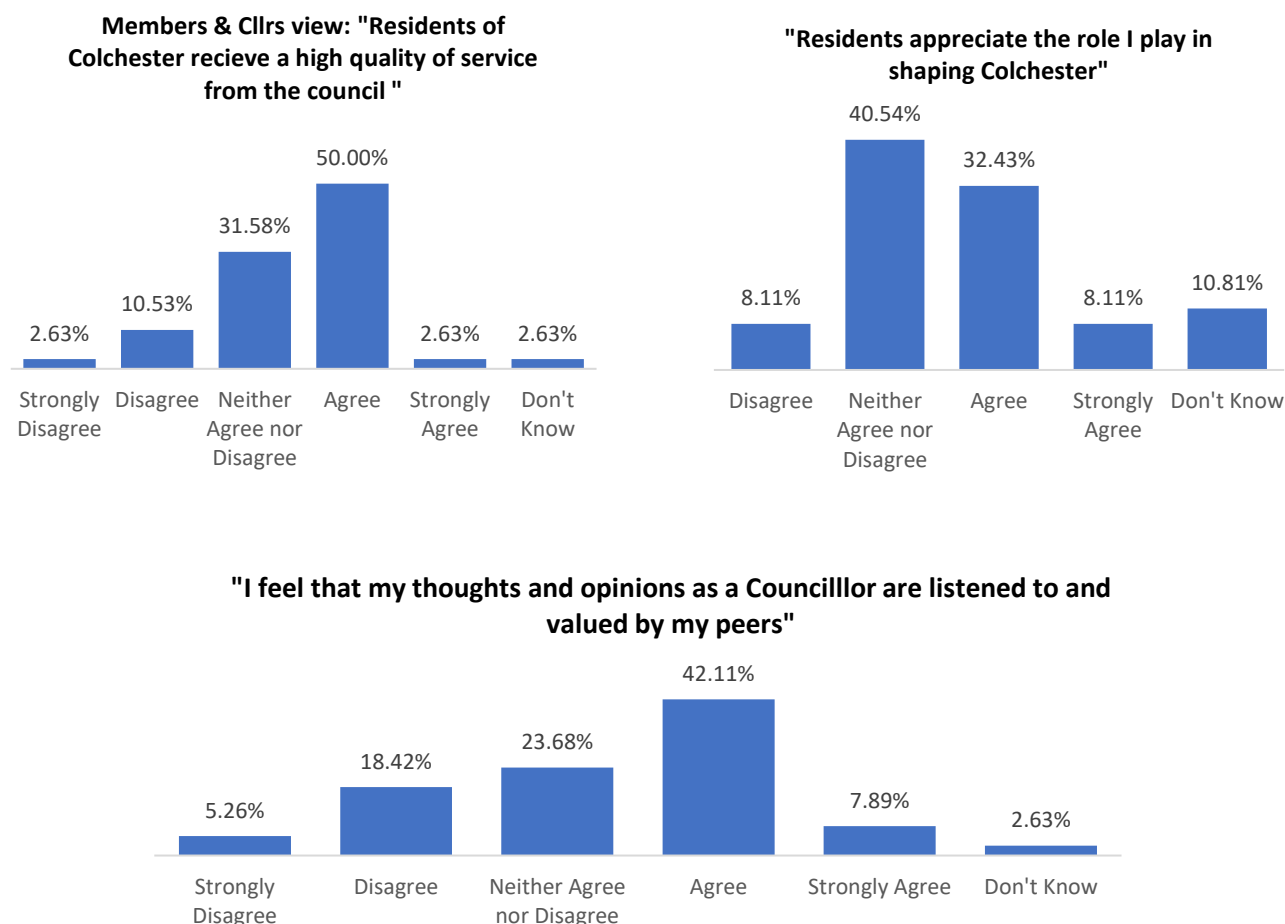
*(7 comments left, many of which mentioned multiple themes. All quotes verbatim, random, and anonymous).*

- *"Changes to its shabby down market centre and better architectural design on new builds. See Chester"*
- *"I would not usually make recommendations on where to live or work"*
- *"I live in x, which is a rural ward. It doesn't have a particular affinity with Colchester. The administration needs to think of the Borough/City as a whole rather than the city centre. Life doesn't start and end in the city!"*
- *"Colchester's Direction of Travel has been distorted, and as a result, over the last 14 years it has become a singularly unattractive place to live in"*



## The role of councillor's in representing communities

Members and Parish Councillors were also asked whether they felt residents were well served by the council and whether they felt their role as a Member or Councillor were appreciated.

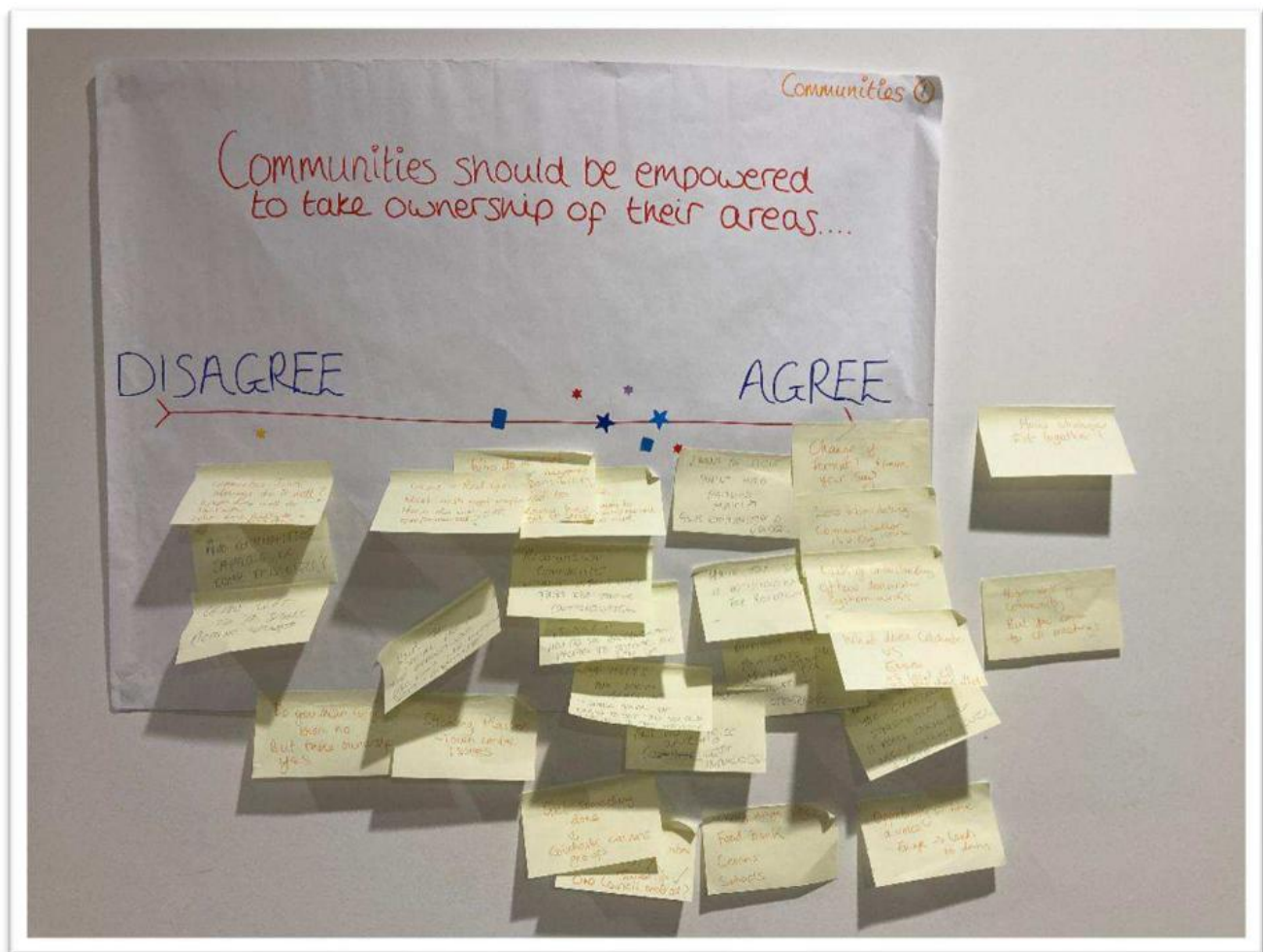


## The role of communities - themes from discussion groups

There was a general view that **community empowerment** was both possible and important but that it should be **proportional to capability and not *instead of the council***. Residents explained that they knew it takes time and that **simple, easy initiatives would enable people to 'dip in and out'** (and thus not become a burden) and the focus should be on **quality rather than quantity**. The focus should be on tackling future issues rather than "bog-standard" recurrent issues and not just quick fixes or 'sticking plasters' on issues but a more **holistic approach**.

For this to happen, and for residents to feel more empowered, **the council needs to more accessible and less intimidating** (the group agreed that they knew there was the ability to attend meetings as a member of the public, but felt that they didn't know where/when these were and who held responsibility for different things (i.e. Parish, Ward, Colchester and Essex Councils) – and they felt that the council often didn't know either (examples were given here of when residents tried to 'fix' something in the community but councils, parishes and charities kept passing them to different organisations. **They felt deflated and**

**frustrated** and often gave up. It was agreed by the group that **communication needs to be better suited to residents and better in general**. There are so many different groups and organisations which don't seem to talk to each other – **a more joined up approach is needed**.

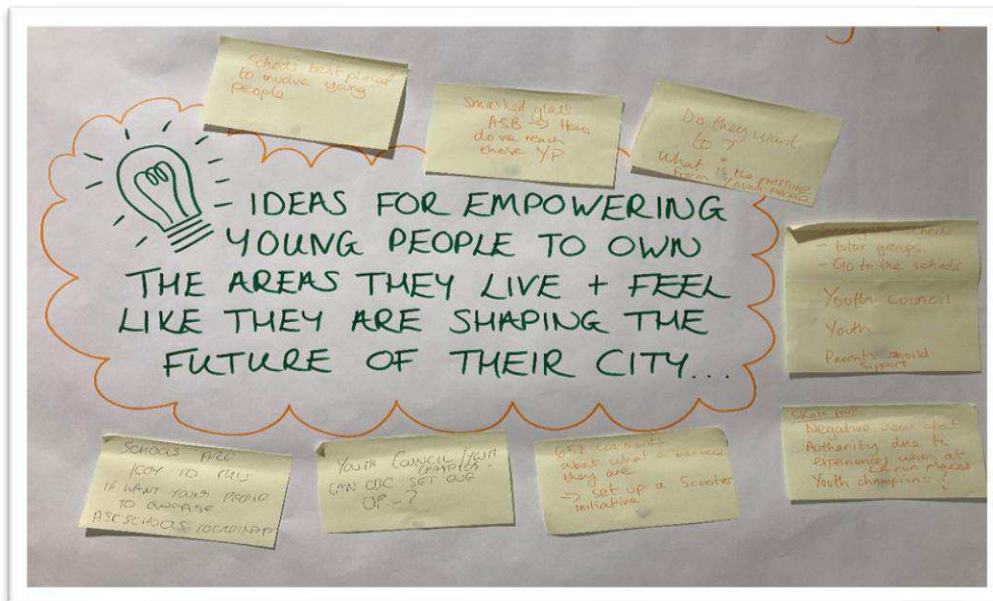


Other points made during discussion sessions with residents related to communities:

- Feel they do have empowerment but **it takes a long time for the council to respond** back to the resident once they've complained (after acknowledgment)
- Needs **more dialogue** with the communities and the councillors
- Look at other initiatives that help generate extra money e.g., **crowdfunding**
- Look at things which are **simple** for residents to be part of, i.e., tree planting. Get schools involved to learn about environment – **quality rather than quantity**. **Following up on initiatives is important** e.g., how the trees are growing etc. - an example was given in the room here of a similar initiative taking place but all trees dying after they were planted – who was responsible for this?).
- 'When it's done well it's great and when it's not it's a disaster!' – **must be well managed** by council
- When communities run their own areas, it **falls on the same people/age/group** to do everything
- Sometimes, a small handful of people get involved that **don't necessarily have the right skills**
- Look at ways of recognising things. (i.e., little warriors, litter pickers) and get **messages from coordinator** on what's involved

- Communities need **inspiration to get involved**
- People should **take ownership** – those who are engaged are willing
- The council doesn't really engage with the community. They need to **make it less intimidating**. How are they getting people to sign up? Integration and **communication need to be better managed**. People need to have clear signposts on how to sign up to get emails
- There's a **lack of understanding on how local democracy runs**. Takes a huge amount of **effort to understand and navigate the system**
- Council needs to make things easier as it's 'pretty impenetrable' and then **people give up**.
- **Citizens UK** – Colchester has a group. Invite them to your meeting and tell your personal stories. Ask Cllr King to attend or someone from the council
- Communities don't feel empowered to make a difference and though we have ward Cllrs it's never resolved – just a sticking plaster
- Town Centre Community – **Masterplan meeting was disjointed** as you've a strategy for the town centre, history, jumbo but it feels like it's a little bit here and a little bit there. It doesn't **look at the holistic picture** and we could have a better **strategy at the higher level** which could get people to buy into it a bit more, they could make sense of it on how it fits together.
- Living wage – Use all the platforms or the council could facilitate that through comms messages
- We should **empower young people** – don't shoot them down
- Suggested that schools are the best point of call for getting information out to different age groups. **Using the influence of the schools** of hearing of young voices.
- Youth Council - Do we have a youth council in Colchester that talks to the council? **Wendy** knows of someone that could talk to the council (Research team has Wendy's details)
- There needs to be **consistency**
- Look at a '**Champion**' model – for skateboarding, cycling etc,
- Every school can put out a survey through tutor groups and invite council to come in and have a forum
- Where is the pressure from young people to feeling unempowered? It's **mental health** side of things
- Young people don't know how to **express something they're passionate about**
- They don't know how/where to have any **interaction with someone in authority** to express their concerns
- **Have your say meetings**: they are quite **intimidating**, and it appears to be the **same people from the community attending**. You need to make it more inclusive and let people know you can make representations

- There's **no integration in communication at schools, across cultures** etc. There are over 20 sites where different events are going on

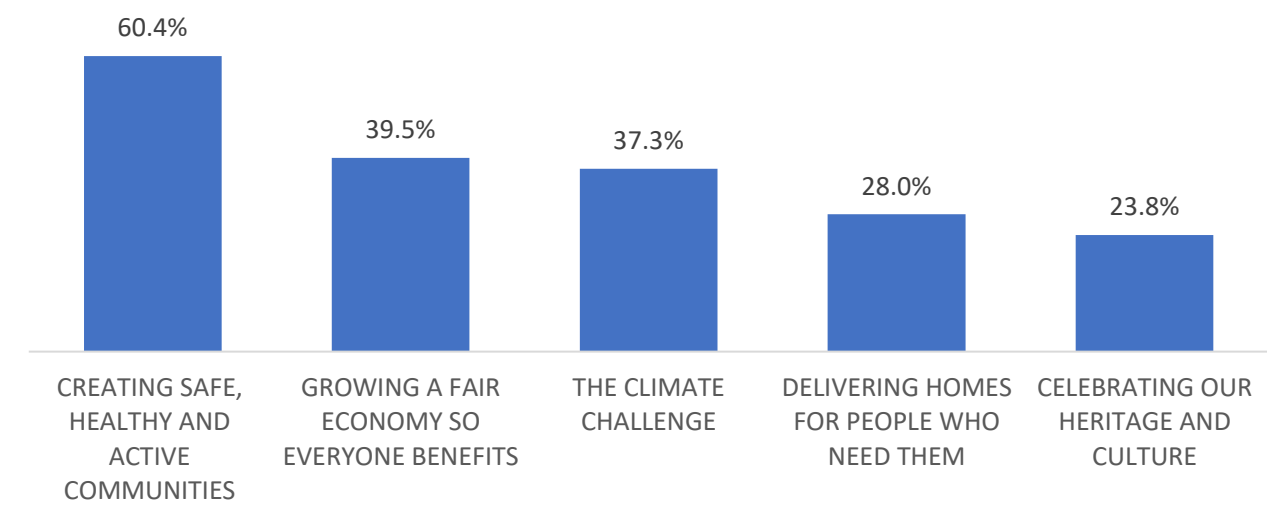


# Priorities for the Council

## Priorities of residents

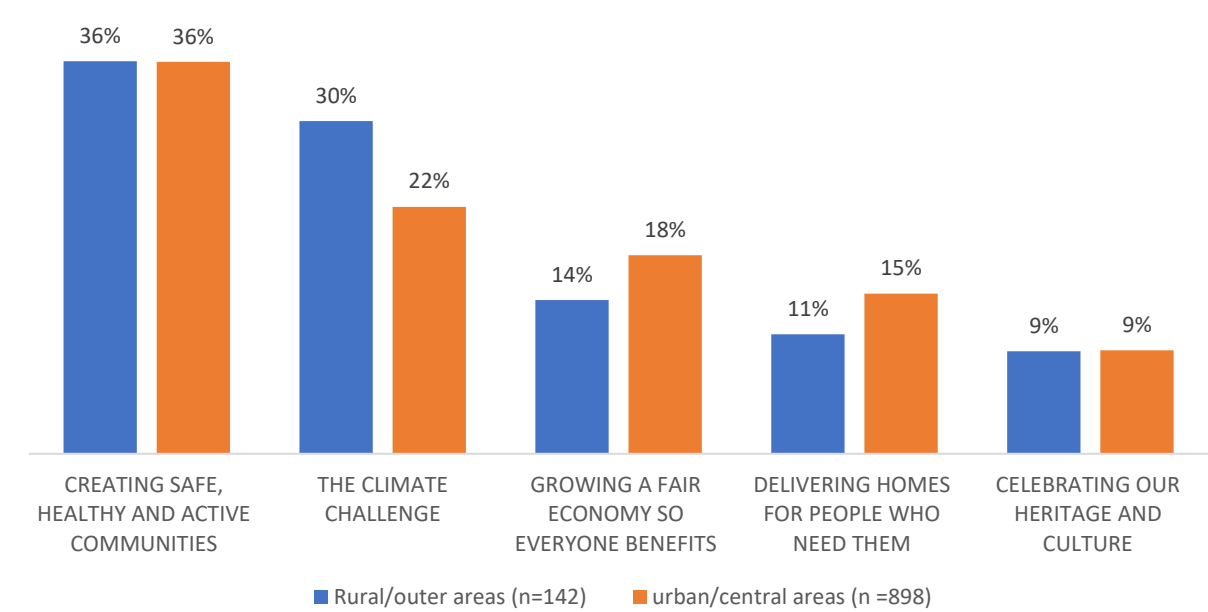
Residents were asked to rank the current council priorities in order of importance.

**‘Creating Safe, Healthy and Active Communities’** was the 1st or 2nd priority for 60% of respondents.

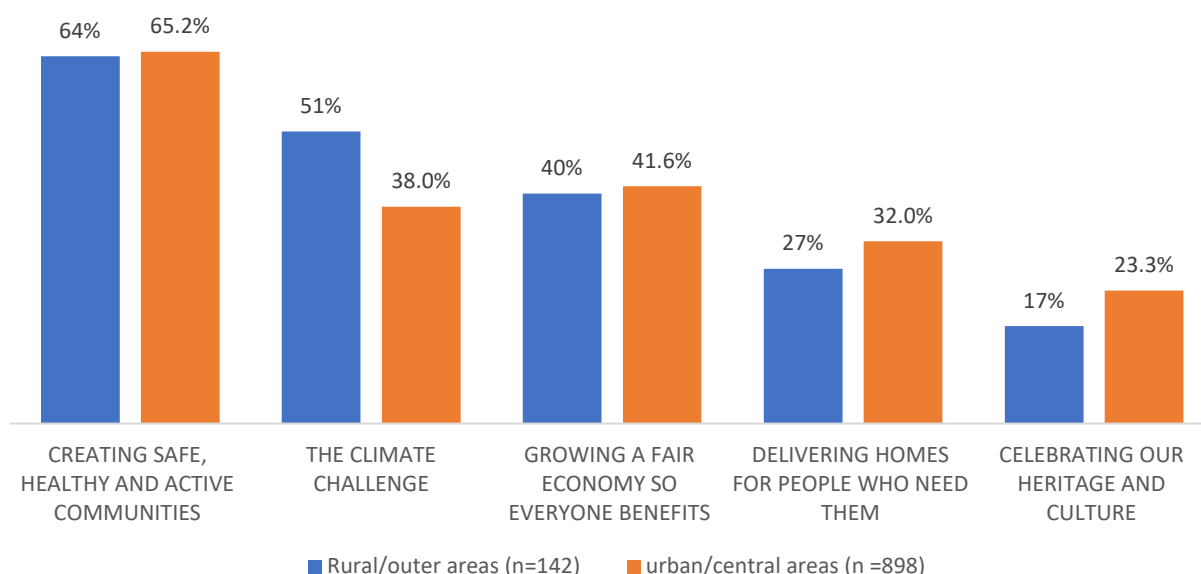


We compared responses from those in rural/outer Colchester areas with those who live more centrally to see if there were any differences in priorities. There was little difference between the areas in the proportion each priority was ranked 1<sup>st</sup>. There were some small differences when combining which priorities were ranked 1<sup>st</sup> or 2nd, with a higher percentage of those in rural areas ranking the climate challenge 1<sup>st</sup> or 2nd and those in Urban/central areas ranking delivery homes and growing a fair economy higher (Rural/outskirts = Marks Tey and Layer, Mersea and Pyefleet, Rural North, Tiptree).

Priorities ranked 1st Rural/outer areas vs Urban/central



**Priorities ranked 1st or 2nd Rural/outer areas vs urban/central areas**  
(N/B percentage out of 200%)



**For a detailed breakdown by age, gender, ethnicity, disability and ward please see appendix 4.**

### Other priorities

Respondents were asked; **What would your number one priority for the council be for the next 3 years?** They were then asked to explain their answer. 97% (n=1075) of respondents put an answer in the initial text box and 87% (n=911) went on to explain their answer. In the 'top priorities' open text box, of those that answered, 237 people mentioned the **TOWN CENTRE** and said that it should be one of the top priorities.

The only other 'new' themes were; **INFRASTRUCTURE** and the need for this to sufficiently support the growing population and housing stock and **LESS HOUSING** although this could be grouped with the climate challenge/sustainability as was often in relation to green space in the borough (even if green space/climate wasn't specifically mentioned).

### Priority Themes from Open Text Boxes;

#### Top 4;

- Town Centre 25% **\*NEW PRIORITY\***
- Climate 18%
- Infrastructure 14% **\*NEW PRIORITY\***
- Community and Safety 14%

**All Other Priorities Mentioned;** Cost of Living, Culture, Economy, Housing, Less Housing/ Development, Affordable Housing, Other, Safety)

**Housing was split into 3 themes;**

1. (Want for) Less Housing

## 2. General

### 3. (More/better) Affordable Housing

*(Comments in this section were only attributed one over-arching theme. All comments are random and verbatim)*

#### **(Top 3; Town Centre, Climate and Infrastructure)**

- **Town Centre - 25% (n = 237)**

*(Regeneration, general cleaning up, filling empty buildings. Often linked with comments relating to community, culture, retail and safety).*

- *"To move away from the current "anti car" policy that has seen people driven out of the town centre, which goes in tandem with the demise of the retail sector within the town - The priorities should be to ensure that the town centre has a thriving retail economy. There should also be easy vehicular access to the town centre roads, with cheap parking to encourage residence to visit, and not force them to drive miles to out of town bland retail parks."*
- *"Making the town centre more attractive and upcoming for tourism - I just feel too much is being done on the outskirts I.e by the stadium and Stan way because land is cheap but not enough in the town centre."*
- *"To improve the infrastructure around the town to make it more accessible to all. To clean up and improve dilapidated areas. Turn empty shops and offices into affordable housing rather than building on our green spaces. Make Colchester a place to celebrate, not feel embarrassed by - The current priorities seem very vague. I appreciate the need for affordable housing but I do think we as a nation should be looking at buildings that already exist but are not used (there are plenty of these spaces) that could be turned into housing, or using brownfield sites prior to more recreational space being culled."*

- **Climate - 18% (n=177)**

*(Includes green transport and general measures to keep Colchester greener).*

- *"Growing the local economy in a way that supports the climate challenge - Attracting businesses that help reduce demand unsustainable resources, through sustainable technology and renewables will help to upskill communities for the longer term whilst showing our commitment to the climate challenge. Colchester seems to need a niche in the business market."*
- *"Better Maintenance of the environment so that open and green spaces are ones that we can be proud of and use safely - The environment in which people live and work is in my opinion the most important service the local authority can deliver to encourage the well being and development of all strata demographic groups"*
- *"The climate challenge. Sorting out car dependency - It's unpleasant in Colchester in places as a pedestrian. Too much public space and consideration is given to vehicles. Even new developments (Stanway) are not pedestrian friendly and encourage car use. It would make a radical difference to Colchester if the Council could grapple with these issues and resolve them effectively"*

- **Infrastructure - 14% (136)**

*(Includes roads and other infrastructure such as schools and GP surgeries and how these need addressing).*

- *"Better services to manage the way too much new homes that has been built - Too many new homes, infrastructure can't support, it enough incentives to use public transport"*
- *"Infrastructure and facilities - It's no good building homes and encouraging companies to come to Colchester when the roads are awful, there aren't enough Doctors dentists and schools. The elderly need better facilities too, activities and clubs to avoid loneliness."*

- *"Stop wasting money on badly planned infrastructure - Bus station replaced by arts center that's hemorrhaging money and a bus station not fit for purpose now"*
- **Community and Safety - 14% (136)**

(General community comments. Includes; policing, ASB, pavements etc).

- *"Ensuring there is a safe environment - Lots of footpaths are in dangerous conditions from tree roots (that were planted by council on green verges)"*
- *"Safety in community - Street lighting extra policing"*
- *"Safe healthy and active communities - If residents feel safe, they take pride in their area and want to contribute to reducing carbon emissions, recycle more, keep area tidy etc"*
- *"Engagement with residents, actually understand what matters to people - For too long councillors and politicians have acted upon what agenda they choose, rather than listening to their customers (the residents/voters) and what they want. For example, our road is breaking up and in need of urgent repair. It's a busy road, on a major bus route, yet we are told it can't be fixed until 2024 at the earliest. These things matter to people. Drive a people's agenda, not a politician's/council's agenda."*

#### **All Other Priorities Mentioned; Cost of Living, Culture, Economy, Housing (General), Less Housing/Development, Affordable Housing, Other.)**

- **Cost of living**

(Comments mentioning that helping those in need should be prioritised).

1. *"Cost of living - Help the community that helps the council"*
2. *"Helping people to afford to live - It would be nice to see more support towards communities and small businesses."*
3. *"Helping those most in need."*

- **Culture**

(Often closely linked with 'town centre' theme and discussing need for Colchester to make more of its culture, heritage and tourism).

1. *"Community and promoting our heritage - If we promoted our heritage like other historic cities e.g. Bath, York etc. Would have a follow on effect to the city. I'd like to see more performance venues and community gatherings."*
2. *"To preserve the heritage and attract people to see it - Not enough is done to preserve and promote the town's history. While there are things to visit in, the wider "experience" leaves you lacking. The quality and diversity of shops is poor and there is little enticement. The development at Stane Park is fine, but traffic management has been poor. More quality events need to be put on in the town."*
3. *"Arts and culture - More funding for arts and culture events. Support us organisers and we will do our utmost to support support tourism into the city and boost the local economy."*

- **Economy**

1. *"Focus on the economy and supporting local businesses - Because that creates jobs and wealth and allows the other priorities to happen."*
2. *"Economic improvement and support for working households - There are lots of options for support for low income households and those on UC but they're not the only once struggling and I'd like to see financial support for hard working people."*
3. *"Growing economy - It's good for residents especially in these difficult times"*

- **Housing**

(General comments regarding housing. Usually the need for delivering homes. Sometimes mentioning 'infrastructure'.



1. *"Have a real comprehensive plan for achieving net zero, protect people's households and avoid housing speculation"*
2. *"Stop building housing stock till you fix the infrastructure - hospitals, doctors, dentists, roads are full, stop bring in more"*
3. *"To consider the level of housing and building across Colchester and how local amenities match that, i.e. A second recycling centre or expansion of the Stanway one and access, regeneration of the town centre and retail units, more frequent buses from places like Tiptree to Stanway and Colchester town centre, station and hospital - Planning seems to be high up on CBC's agenda, at the expense of the balance of green space and public amenities, eg. Proposed development of Middlewick Ranges, regeneration and redevelopment of Stanway and Stane Park, lots of building up by the hospital, yet no improvement to road access to the hospital for emergency vehicles - particularly around North Station. Also a huge housing development in progress in Barbrook Lane, Tiptree, as well as another one proposed for Brook Meadows. GP services in Tiptree are heavily oversubscribed, as are all local schools. Housing and public services, plus a balance of green space for health and well-being, must be balanced"*

- **Less Housing/Development**

(Often linked to 'climate' and some 'infrastructure' themes and how this is having a detrimental effect on Colchester's green space).

1. *"Stop building everywhere!- Stop building everywhere and stop importing every Tom Dick and Harry that doesn't integrate or speak English"*
2. *"Stop building houses on our green spaces like the wick - Concentrate on the economy and not lining your own pockets from housing firms"*
3. *To save all of the Green space we have especially Middlewick. - The council are obsessed with concreting over every last blade of grass and this need to stop now."*

- **Affordable Housing**

(The need for suitable, affordable housing for those in need and residents in general. This includes our current stock and ensuring they are of high enough quality).

1. *"Delivering homes which are affordable and high in quality - Having affordable homes is pointless if they aren't of sufficient quality. I.e. it's pointless to have a home if it gets frozen in the winter and boiling in the summer."*
2. *"Affordable housing for people who aren't students - We have a glut of student housing and housing built for those who work in London but none is affordable for those who actually live and work here. Less houseshares and more apartments for people especially those with mental and physical needs."*
3. *"Building more council homes (some of which should be for disabled residents so have wider doors and level access). Setting a cap on rental costs so that people on low incomes and benefits can afford to live - There are not enough homes that are affordable. And disabled residents are doubly excluded as most homes are entirely unsuitable"*

- **Other**

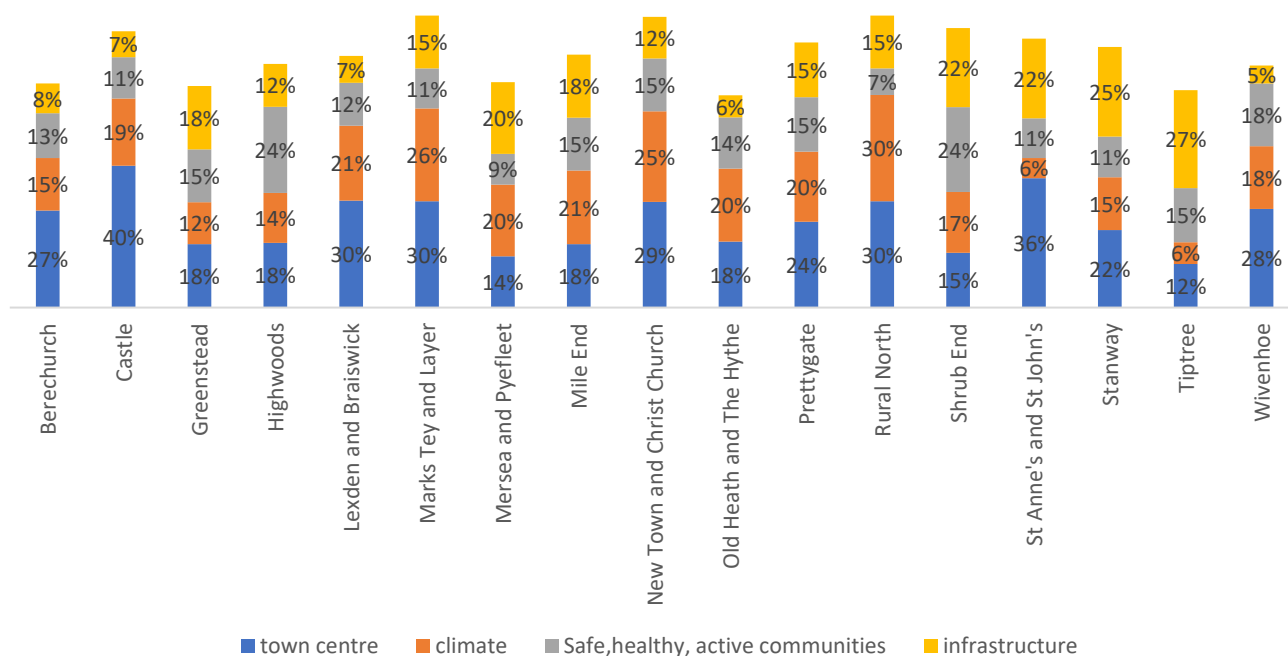
(Unrelated to any other comments thus unable to be themed).

1. *"Getting rid of the Tories"*

## Top 4 'Other' priorities by ward

The town centre was one of the top 4 priorities mentioned by residents in all wards not just those that live close to the town.

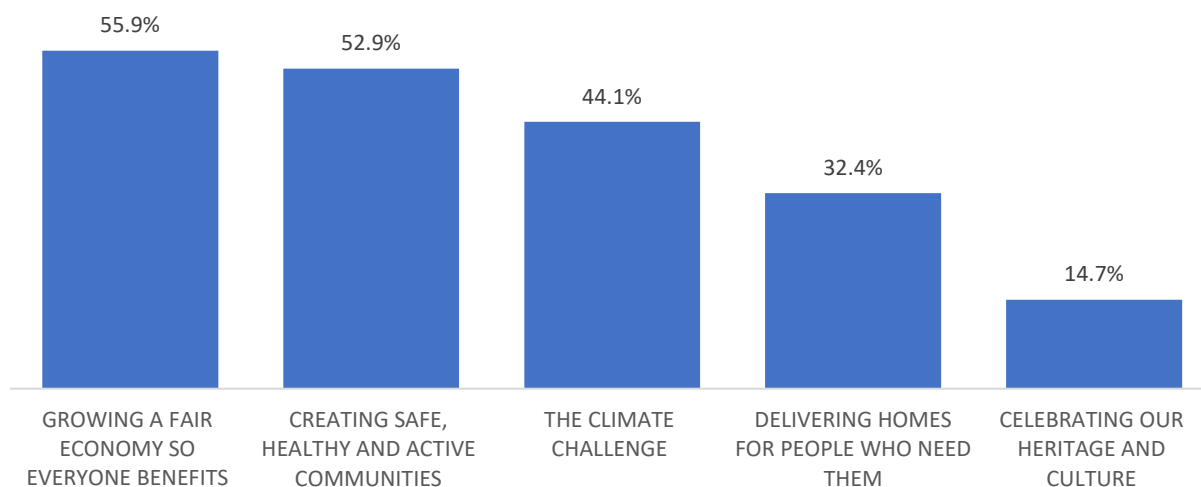
Top 4 priorities across wards - open text box



## Priorities of members, parish and town councillors

Growing a fair economy was the highest ranked priority for councillors (55.9% ranked 1<sup>st</sup> or 2<sup>nd</sup>) but this was based on a much smaller sample of 38 respondents.

Priorities ranked in order of importance by members & Parish/town cllrs - %  
Priority 1 or 2



## PRIORITIES

**After being asked to put current priorities in order of importance, members were asked what their top priority would be** (Random selection of verbatim quotes below).

*"The restoration of pride (in its proper sense), competence, abandoning Political Correctness, establishing more traditional values and order - Colchester's Direction of Travel is distorted: I do not agree with the priorities."*

*"Tidy up the town centre and High Street - Wealth of fine facades in High Street just being left to rot. Shop fronts ugly and garish. Too many fast food joints."*

*"Pressing ECC to sort out the horrendous traffic - Traffic is the most pressing problem causing pollution, congestion and misery. You can't go to eg Turner Rise / Asda without ending up in gridlock and then avoid using facilities. Stop building more houses introducing more traffic until the current problems are fixed. We don't need any more houses. Chesterwell have laid off builders as they can't sell the houses."*

### Discussion groups – focus on city centre priority

Because the renovation of the city centre was a strong theme amongst respondents of the survey, this was discussed in the face to face groups. There was a **strong relationship between the centre and out of town retail parks**. Initially it was apparent that residents felt that out-of-town retail parks were to blame for the 'decline' of the town centre, but after deeper discussion it appeared that there was room for both and that **they serve different purposes**. The older individuals in the room generally seemed angry about retail parks initially, whilst younger people liked them (along with online shopping) and said that **town was more for an 'experience'** rather than to just shop. It was also news to the majority in the room that the council opposed Stane Retail Park (after some very negative comments about the council 'letting' this happen and that the Council are to blame for the decline in the town centre). When it was explained by the discussion group facilitators that the council tried to oppose the plans, this sparked a wider debate about the **confusion around the council and what they are responsible for**. It was mentioned by those in the room that there is a **need for a clearer and more holistic communications strategy to residents** (including the need for a communications campaign to educate residents around what Essex County Council are responsible for, but this should be 'business as usual').

### Other thoughts/comments from the discussion groups regarding the town centre:

- **Lower the rates and rent** on the empty buildings (especially for small or start-up businesses)
- Mend the **pavements**
- Look into why did the businesses feel the need to move out of the town?
- Chelmsford are not affected by online retail or out of town retail parks. So what are they doing that we're not doing in Colchester?
- Make more of **arts trail for shoppers**. Find a way to encourage independent/niche businesses to come into Colchester
- Rates are extortionate compared to other towns
- Empty shops - Look at **flexible terms** for independent people who are going to start their own business rather than 5 year leases.
- What are the stats with other towns? How many shops they have and how many are empty?

- **Safety factor** – People don't like walking home from work through the town. (Anti-social behaviour)
- **Circular park and ride** similar to system in Cambridge - multiple sites, multiple centres
- **Colchester as a destination rather than just retail**, it's about a destination where people go to enjoy themselves to have food, cinemas and living, shops. Has to be something **more than shops**. An experience day - dining/indoor market/experience events
- Need to do something with the old cinema instead of letting it go to complete ruin.
- Create areas where you can 'DIY'. **Pop-ups** where you can repurpose items or hold crafts areas (also beneficial for community spirit and social interaction).
- Shared working space in town – business hub – which would encourage those working from home to come into town, have coffee lunch etc.

**We asked those in the room what would/could entice them to travel to the high street/centre vs. retail parks;**

| Town/City Centre   | Out-of-Town Retail Parks   |
|--|--|
| <ul style="list-style-type: none"> <li>• More electric parking</li> <li>• More small independent shops</li> <li>• Young people engagement for Osborne Street, NCP, bingo area.</li> <li>• Cultural facilities would entice</li> <li>• Incentives eg removal of charges if using the castle</li> <li>• Get rid of parking charges on certain days</li> <li>• Cargo bike hubs in the centre for families...hire and park them</li> <li>• Amazing history of Colchester but needs to be more accessible/available</li> <li>• Our heritage - need to take more advantage</li> <li>• Stores that are closed could exhibit as a museum - a celebration of Colchester / schools could come and visit re: roman history</li> </ul> | <ul style="list-style-type: none"> <li>• Closer together so more under cover (weather)</li> <li>• Convenience</li> <li>• Car parking is free</li> <li>• Cleaner and newer</li> <li>• No traffic</li> <li>• Shops generally bigger and more selection</li> <li>• More convenient to get to</li> <li>• Open longer hours</li> <li>• Difficult to get to for non-drivers</li> <li>• Could park and ride go out further? (The Old Sainsburys could be a potential site for park and ride?)</li> <li>• What about an orbital bus (circular) that goes both ways</li> <li>• Perhaps by using the park and ride/bus some of that money could be used to support the regeneration of the high street?</li> </ul> |

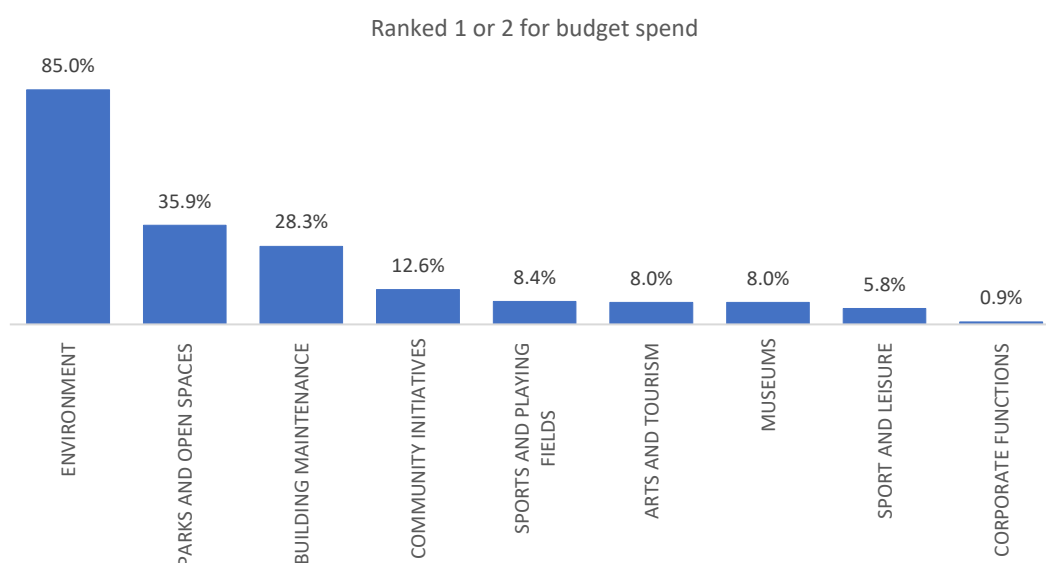


## Budgetary spend

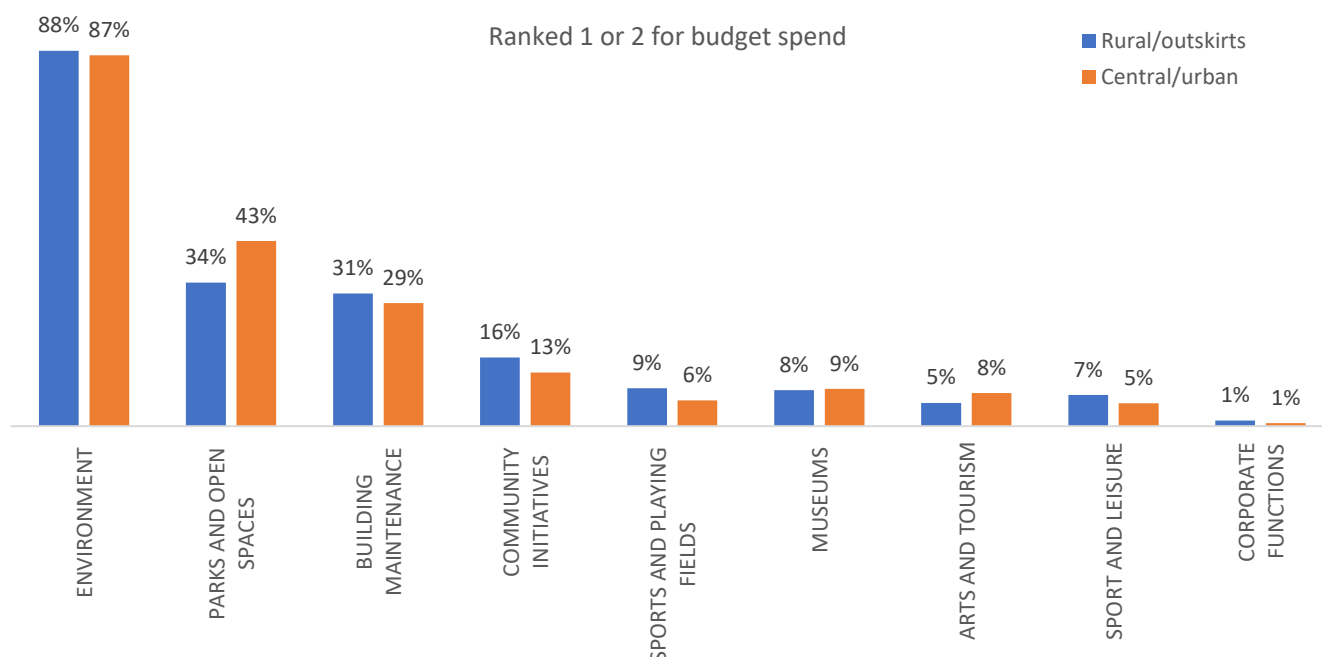
### Budget areas important to residents

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.
- 36% ranked 'Parks and Open Spaces' first or second in order of importance.

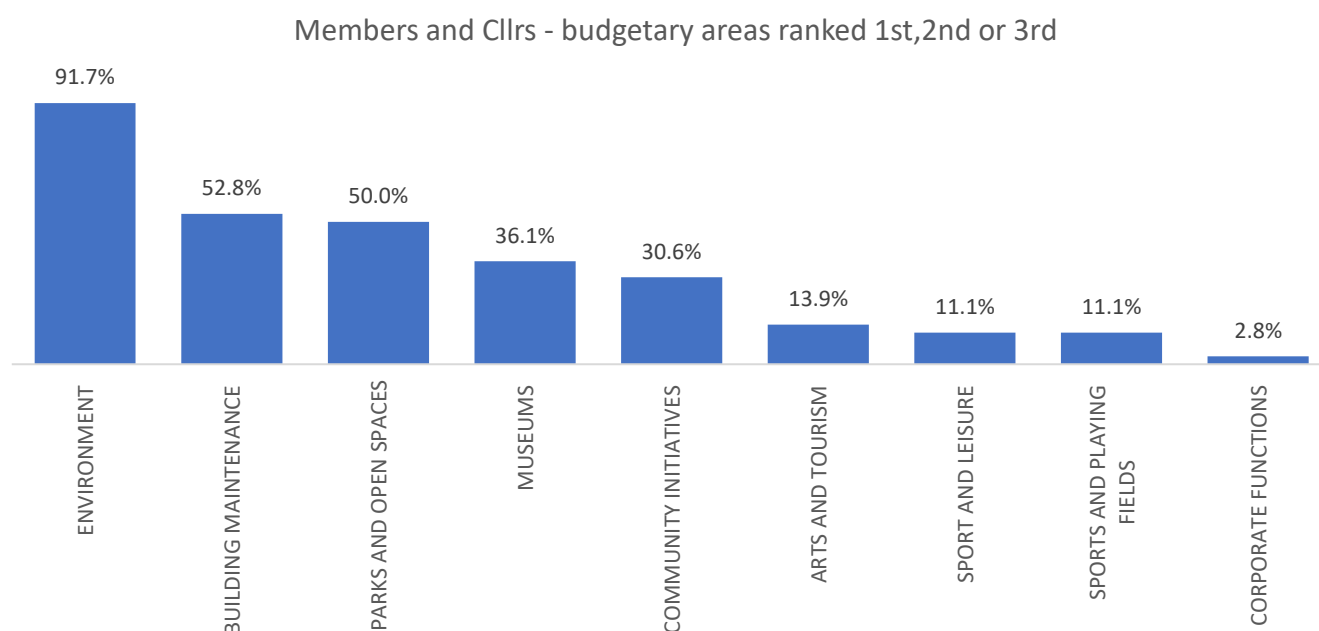


- There was little difference in how these were ranked when comparing those that live in the rural/outskirts of Colchester and the more urban/central areas of Colchester. **For a full breakdown by age, gender, ethnicity, disability, and ward see appendix 5.**



## Members and councillors budget ranking

Members and councillors also ranked Environment 1<sup>st</sup>, with 91.7% ranking Environment 1<sup>st</sup>, 2<sup>nd</sup> or 3<sup>rd</sup>.<sup>1</sup>



## Discussion group themes - budget saving ideas

At the discussion groups we discussed ideas with residents that could potentially save money for Colchester City Council. These ideas included: outsourcing of tourism and leisure services/facilities, country parks, and changes to waste and recycling collection.

### Outsourcing of tourism/leisure/country park facilities

The discussion group facilitators asked those in the room how they felt about facilities, (including but not exclusively; museums, leisure facilities and country parks) and how important they felt it was that these were owned/managed by the council. Initially, they felt that this was very important – but after unpicking the reasons as to *why* the room felt like this, it was clear that it was more important that the council remained to have overall control but it could work well if they were to be managed by other companies (both private or charitable, but ideally not for profit);

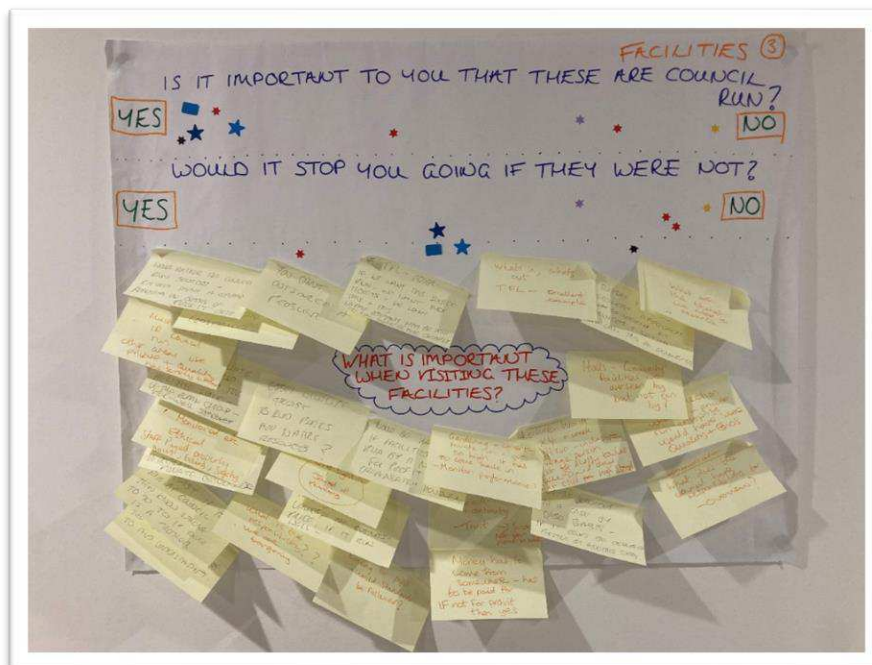
- The council is a trusted entity. People know what they are getting and that they will get a fair price, so it is important the council maintains overall control if they were to outsource
- Concerns that if privatised, profits would be the only goal
- Leisure world – well run facility and targeted at the average person – don't want an over priced David Lloyd in its place!

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<sup>1</sup> Not all Budget areas were ranked 1<sup>st</sup> or 2<sup>nd</sup>, in order for the graph to include all budget areas we have included those ranked 1<sup>st</sup>, 2<sup>nd</sup> or 3<sup>rd</sup>.



- Health & safety is trusted if run by council - if running as a non-profit (or profit) organisation they may cut corners
- You know what you're getting with the council, and you have continuity.
- If it's non-profit – it doesn't matter who really runs it as long as its run well
- Non-profit seemed to be favourable for museums and country parks
- Private companies were favoured for heritage as room recognised need for initial cash injection (Lion Walk mentioned here as example of this done well)
- Council could make more of it than we have now
- Residents want to know what service and price they're going to get
- Currently buses don't work in Colchester all different companies (they don't 'join up'). TFL is the sort of model that could work in Colchester (eg run by private companies but overseen by TFL).
- Must be looked at on a case by case – one size doesn't fit all
- Leisure world making a loss – you can't outsource it with the problems - council needs to be honest (many didn't know Leisure World runs at a loss)



### Waste and recycling:

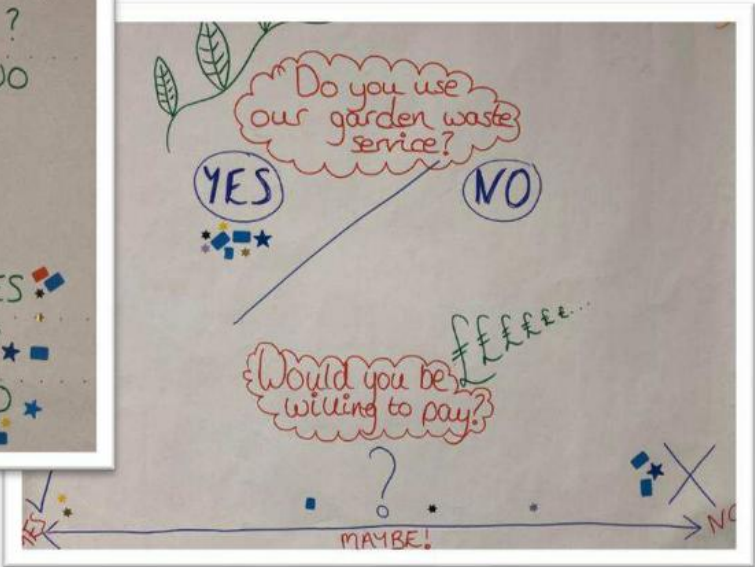
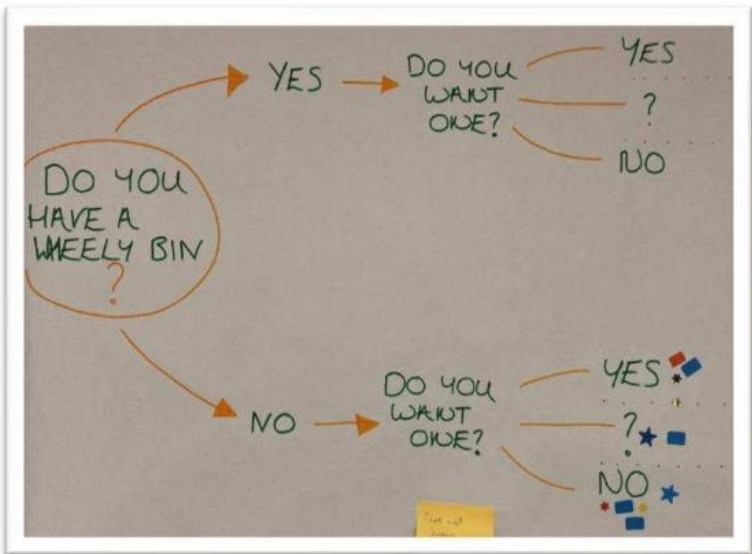
- The room (16 participants) were all active and keen recyclers
- There is appetite for more items to be recycled (toothpaste bottles and crisp packets for example)
- Some individuals recycled other items locally in their communities (via Facebook groups, at schools and local shops)
- The easier it is, the more people will do it, but it can be complicated
- Acknowledgement that although the room recycled and found it easy to do so, it wasn't always easy; eg for people with less space and for those in flats for example
- If it was all in one container - it would be easier



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. All options and costs or saving would need to be explained for a definitive decision (or vote) to be made.



The below boards (garden waste and wheely bins) were up in the room during discussion groups and individuals were able to 'vote.' There was no time to discuss in further detail.



# City status

## Resident views on city status

Respondents were asked what opportunities they hope Colchester city status will bring them. In total 89% (n=992) gave an answer to this open text box question.

As with the question regarding priorities, the town centre featured highly in the responses given with 22% (n =217/992) of comments mentioning the regeneration of the town centre as a potential opportunity following city status.

Other themes mentioned in response to opportunities included; culture/leisure/tourism, employment/economy/education, infrastructure, other, general (investment), community/safety, greener, cleaner and opportunities for the wider Colchester areas (explanation of themes on next page).

The top 4 themes (Employment/Economy/Education, Infrastructure, Culture/leisure/tourism and Town centre) were consistent across wards.

13% (n=129) of respondents, when asked about opportunities, gave a negative response. The question specifically asked about opportunities, so it does not mean the remaining responders necessarily felt positive about city status.

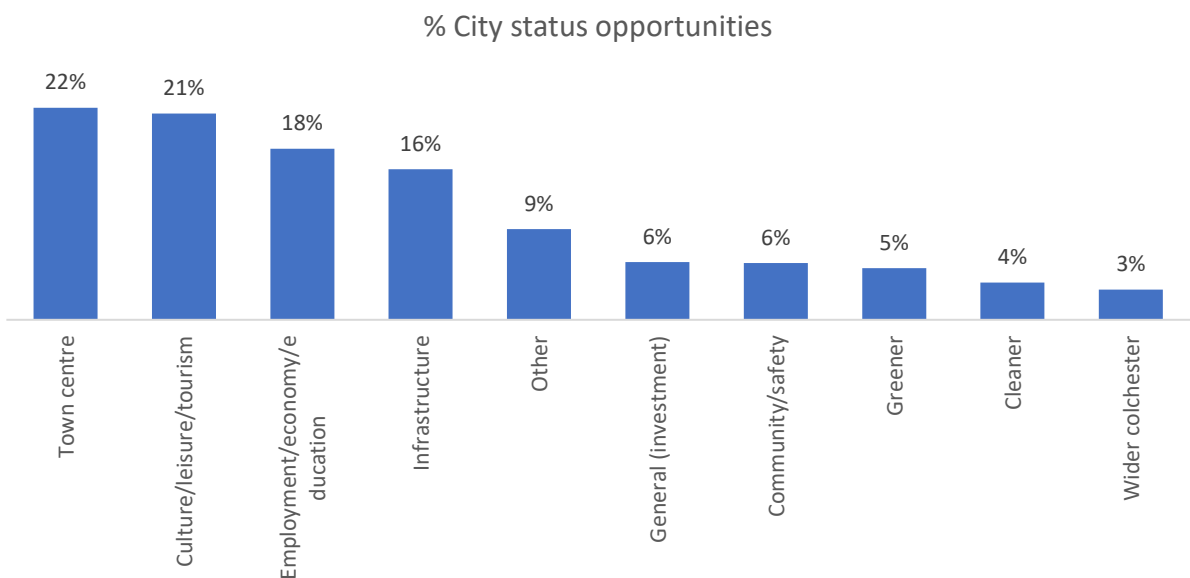
(129 negative comments) Random, verbatim examples.

*“Nothing I will still not go into Colchester town it’s a dump”*

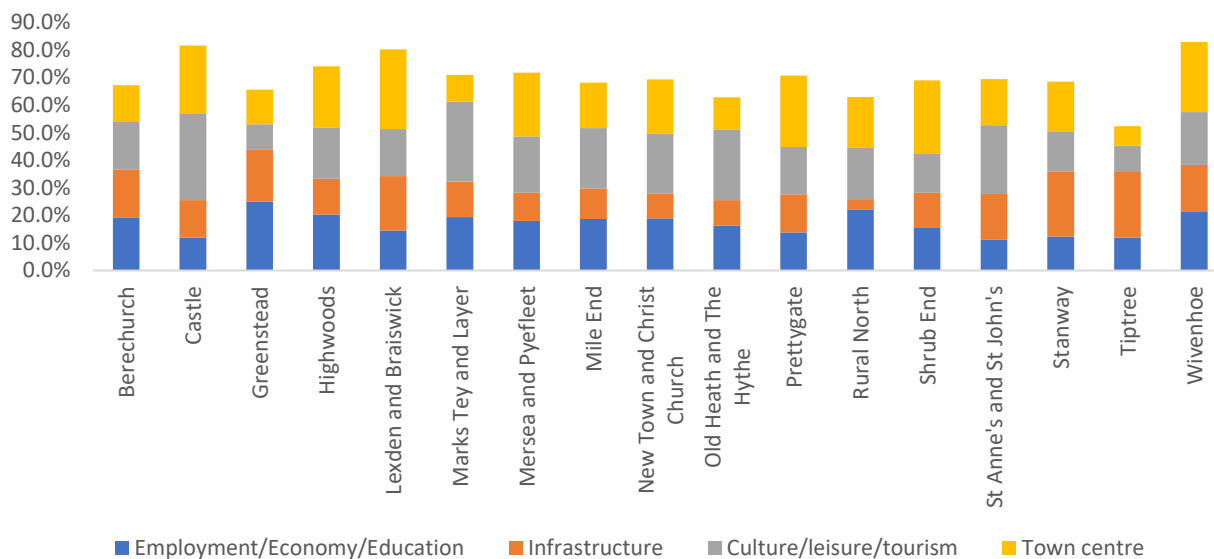
*“None - waste of money”*

*“Did not want to live in a city”*

*“There is no proof that city status, I believe it’s always been a vanity project”*



Top 4 themes - City status opportunities by ward



**Do you have any other thoughts or comments regarding Colchester City Council's priorities? (quotes verbatim) - many fall under and have been counted under multiple themes.**

58% left a comment (n=643). All comments random and verbatim.

#### Infrastructure

(Inclusive of car, public transport, green transport and facilities such as GPs, schools and car parks and pavements – often related to expected rise in investment).

- "Better transport links"
- "Better tourism, less building, enhanced infrastructure"
- "Improving the transport network around Colchester to grow in line with homes, another hospital/drs"

#### Employment/Economy/Education

(Includes comments relating to more job opportunities, tourism income and jobs, more investment and opportunities for children now and in the future).

- "More tourism, more business and a high street with shops returning/opening."
- "More support for shops and family businesses"
- "Income so we can live rather than just exist"

#### Cleaner

(Spoken about in relation to Colchester being more inviting)

- "That the streets will be cleaner and more shops in the centre will stay open"
- "A better, cleaner and more successful town (city) centre."

#### Greener

(Including developing on green land, the climate and green transport and open spaces).

- "Better sports facilities. More cheaper environmental transportation via buses."
- "Green investment, renewables"

**Culture/Leisure/Tourism**

(Includes comments which discuss shopping, our history and heritage for jobs and investment from visitors and business)

- “More work opportunities and better shopping and eating experience”
- “Hopefully a job in heritage!”
- “Hopefully more funding for the arts and also leisure facilities.”

**Town Centre**

(Regeneration – often linked to leisure, tourism, culture and heritage related comments)

- “Make the city centre a nice place to be in.”
- “Better shopping, bigger brand names in town. More cultural events”
- “More choice shops, less barbers. Outside areas to sit and chill with no traffic.”

**General (Investment)**

- “More inward investment and growth (through business investment and additional tourism)”
- “More funding for the community”
- “Investment in reducing poverty in the area and increasing opportunities”

**Community/Safety**

(More support in local communities and/or safety relating to ASB, policing and pavements).

- “Safe, happy communities.”
- “A cleaner, Safer more attractive place to live in, to work in and to visit”
- “Greater investment into community activities, hopefully to bring down costs so that activities like swimming etc are more affordable”

**Wider Colchester**

(Comments which mentioned the wider borough or specifically outside of the centre).

- “Policing in Tiptree”
- “Don't forget the surrounding villages it's not all about Colchester”
- “To save MIDDLEWICK from development.”

**Other**

- “Make it somewhere to be proud of”
- “Big brand shops, upgrades to park play areas, house prices increase”
- “I'd like to see all of the above but we are in the midst of a cost of living crisis and as such I can't see any benefits happening in the near future.”
- “Better planning.”

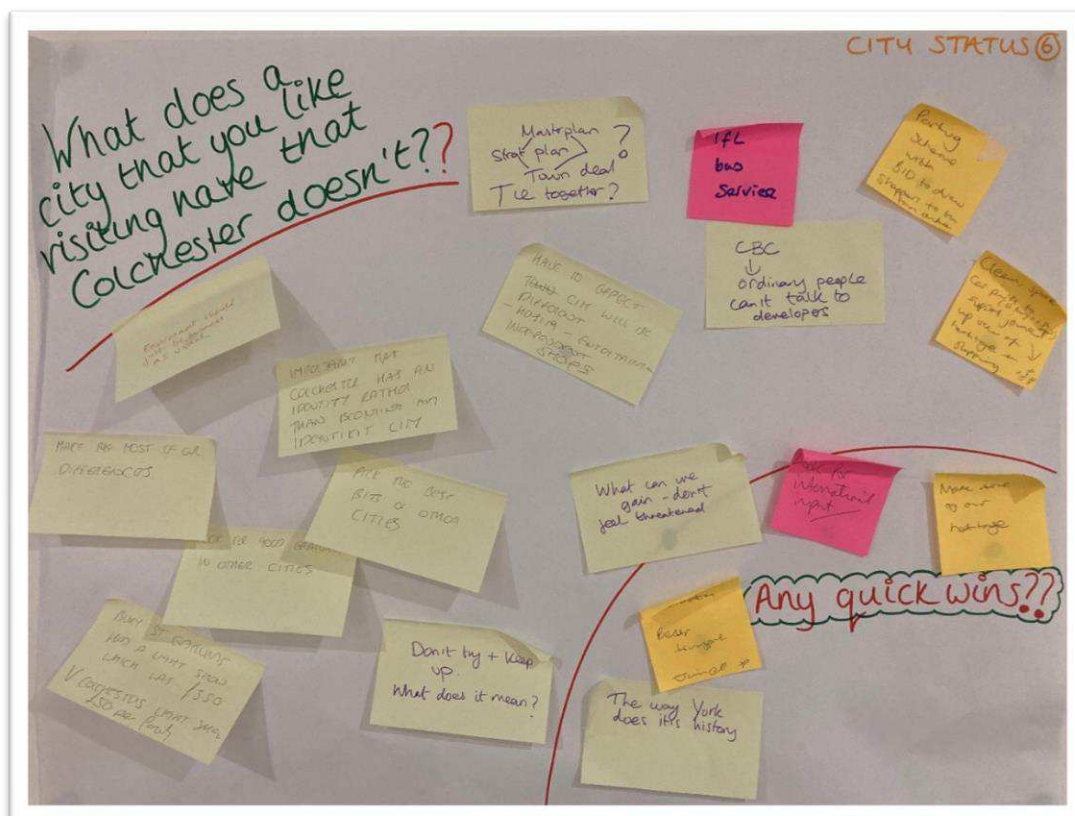
## Members and councillor's views of city status

| Comments from members and Parish Councillors<br>35 comments left in total. All comments random, verbatim and anonymous.   |  |
|---|--|
| Positive/Neutral Comments   | Negative Comments  |
| <p>"a flourishing future for Colchester"</p> <p>"A higher national profile resulting in business wanting to come here bringing high wage jobs"</p> <p>"Lowering the council tax and helping the homeless"</p> | <p>"I don't agree with city status and disagree it will bring any opportunities"</p> <p>"none keep it as a Town"</p> |

## Discussion group - city status

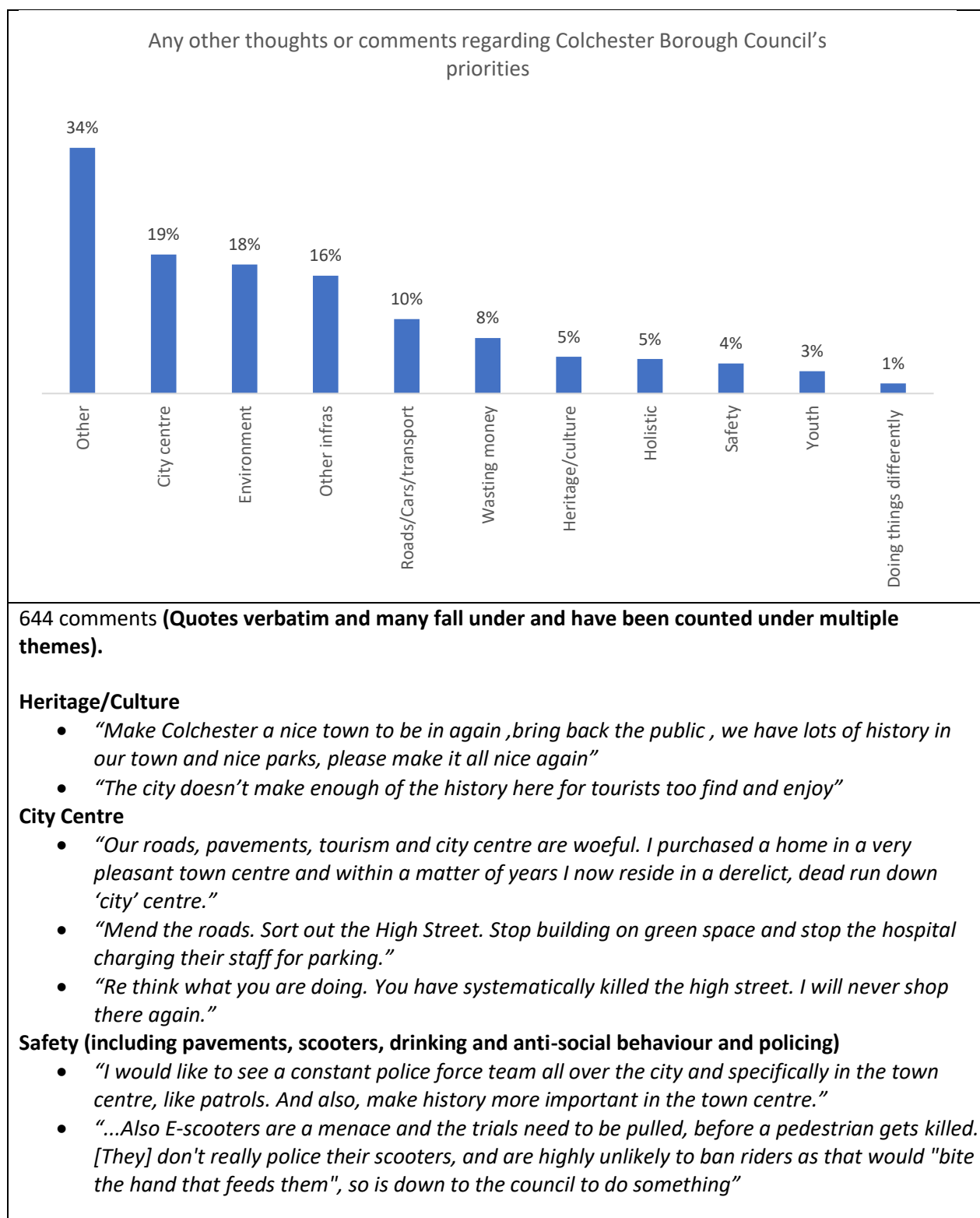
Points to note from residents;

- Colchester needs to have an identity now that it's a city, with the different boroughs, areas, parishes within Colchester. How do you bring those together, so you have an identifiable City?
- Try and gain from what other cities are doing
- We should make the most of our differences (historical sites and galleries for example)
- Look at how York/Bury St Edmonds/ Norwich etc runs its heritage/history
- [We] Like the independent pedestrianised shopping areas of Norwich - independent shops, cafes, filtering bus lane, outdoor market, cultural bits
- Have more housing in the centre of Colchester
- More entertainment venues – make Colchester an experience
- There are so many different meetings and consultations. It's confusing and they need to be joined up - it's hard to keep track of them all.



## Final thoughts

Other thoughts or comments regarding Colchester borough/city council priorities from residents  
A wide variety of other comments were made. The themes echoed much of what was said across other comment boxes. New themes, such as ‘Holistic’ (needing a joined up approach) were given further context discussion groups.





### **Wasting Money**

- *"Get the basics done right, before wasting money on publicity stunts. Invest in the youth of Colchester. No more housing without more local services. Schools, hospitals, GPs"*
- *"Stop wasting money on cycle lanes and park and ride as residents don't care for either scheme. People have cars and will always continue to drive them, the council just needs to wake up to the fact and accept it."*
- *"They must ensure that money is spent carefully"*

**Environment** (including green spaces, Middlewick Ranges, housing developments on green land, parks, recycling and air pollution/green transport).

- *"Priorities should always be people and nature."*
- *"And I will repeat for emphasis - Your treatment of Climate Change as just one of a set of things the council might / might not do demonstrates that you have not understood the situation facing us. Reducing climate damage needs to be 'baked in' to the way the council runs (like equality, or violence in the workplace), not an optional part if it can be bothered."*
- *"Simplify doorstep recycling."*

### **Youth**

- *"I believe the council are doing there best but there priories are not in the right place. There need to be more done for the younger generation and keeping the town centre a place to go - stop allowing shops to close et marks and Spencer's"*
- *"At times the town is beholden to a vociferous minority of an often older generation. Successful towns and cities are built upon a strong economy attracting young, vibrant, highly skilled people and their families to them. Not only do we need to encourage these types of business we need to be a town/city that those young people want to come and live in..."*

**Holistic** (mentioning and including other local stakeholders such as the police and ECC and/or the need for a more 'joined up approach' in general)

- *"It would be excellent if colchester could assume responsibility for our roads."*
- *"I would like to see a constant police force team all over the city and specifically in the town centre, like patrols. And also, make history more important in the town centre."*
- *"Break away from Essex county council. Stop having elections every year it's a waste of money & people are fed up of it"*

### **Roads/Cars/transport**

- *"Safe areas with less crime, cheaper public transport"*
- *"Potholes are everywhere"*
- *"I feel strongly that we need to look at the road network. The accessibility of the town centre is killing it and breaking our road network. We need a plan to seriously improve the state of the town centre."*

### **Doing Things Differently**

- *"Visit other successful towns. Question what happens in Colchester. Don't accept the same habits. Challenge everything"*
- *"I think the general idea is on right track, the execution needs to be improved, try to innovate and experiment with new projects"*
- *"The current council needs to start thinking outside the box. They don't work together but seem to want to promote their own individual priorities but don't reflect what most people want."*

**Other (Comments which are unable to be themed, 'other' infrastructure not included in 'road' theme)**

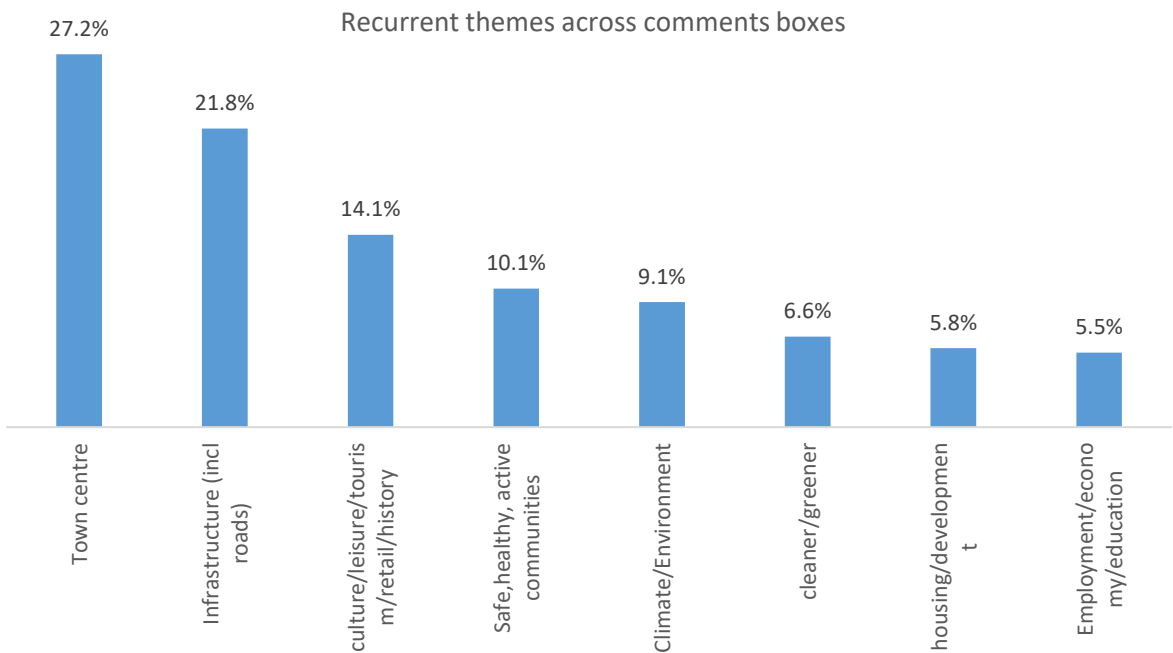
- *"Just fix things when broken, roads, barriers. Play areas fixed."*
- *"Another priority should be schools and catchment areas. More schools need to be built and catchment areas better governed. There is so much traffic every morning and afternoon caused by parents having to drive their children across town ...."*
- *"I think homelessness and begging should be prioritised a small it often seems that charities and church groups have to pick up this help for people."*

Final thoughts from member & councillors

| Final thoughts from members and parish councillors<br>15 comments (random, verbatim and anonymous)  |
|---|
| <i>"Ask the residents for THEIR priorities"</i>   |
| <i>"Simplify them. Communicate more."</i>   |
| <i>"Zone teams working in the community and with the community"</i>   |
| <i>"Looks are everything, if the city looks smart, it looks prosperous and people will take a pride in it, visitor numbers will increase. Make Colchester easy to access by whatever means. At the moment the bus stops are confusing. We need to insist of high quality architectural design on all"</i> |
| <i>"I worry that the new found city status will see the council look towards 'vanity' projects, rather than creating the foundations on which to build from."</i>   |
| <i>"Don't forget the rural parishes which often feel left out."</i>   |
| <i>"I would like to see more autonomy for Parishes to manage local affairs"</i>   |

Recurrent themes across comment boxes

Overall, the town centre was mentioned most frequently. Across all open text boxes (totalling 3208 comments) the Town centre was mentioned by 27% of respondents (in 874 open text boxes). Other recurring themes included Infrastructure (incl roads); culture/leisure/tourism/retail/history; Safe, healthy, active communities; climate/environment; cleaner/greener; housing/development and employment/economy/education...

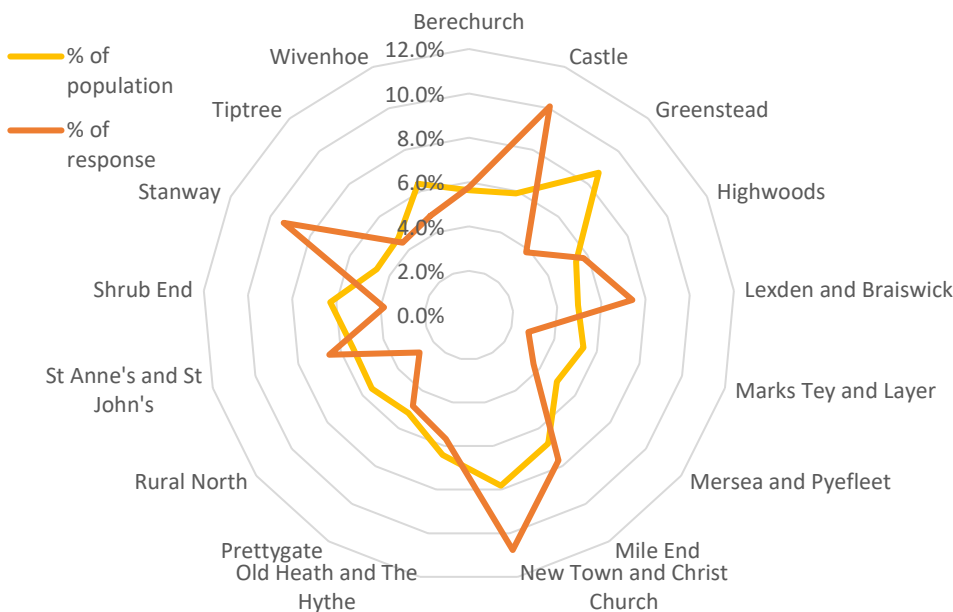




# Achieved sample of residents

## Respondents by ward

- There was some over representation in some wards (Stanway, Lexden & Braiswick, New Town & Christ church, and Castle)
- There was a underrepresentation in Greenstead, Mersea & Pyfleet and the Rural North.



## Respondents by Age and Gender

- Good representation in the 25 to 34 and 65+ age groups.
- More females (63%) than males responded to the survey.



## Respondents by Ethnicity and Disability

- 4.9% of survey respondents said they were of black or minority ethnic background, this is lower than the general population (12.5%). 8.7% preferred not to say.

|                   | Respondents % | Population (2021 census) % |
|-------------------|---------------|----------------------------|
| BAME              | 4.9%          | 13.0%                      |
| Prefer not to say | 8.7%          |                            |
| White British     | 86.4%         | 87.0%                      |

- 12% of respondents said they considered themselves to have a disability.
- This is lower than the estimate for the Eastern region (23%)<sup>2</sup> but could be due to under reporting (those who do not consider their disability as such).

## Members & Councillors by ward

Members and councillors responded from a variety of wards to the member/councillor version of the survey. Wards with a higher number of respondents contain a higher number of parishes. E.g. the Rural north has 11 parishes.

| Ward                      | %              | Count     |
|---------------------------|----------------|-----------|
| Berechurch                | 2.63%          | 1         |
| Castle                    | 2.63%          | 1         |
| Greenstead                | 5.26%          | 2         |
| Lexden & Braiswick        | 2.63%          | 1         |
| Marks Tey and Layer       | 10.53%         | 4         |
| Mersea and Pyefleet       | 2.63%          | 1         |
| Mile End                  | 7.89%          | 3         |
| New Town and Christchurch | 2.63%          | 1         |
| Prettygate                | 5.26%          | 2         |
| Rural North               | 21.05%         | 8         |
| Shrub End                 | 2.63%          | 1         |
| St Anne's and St John's   | 2.63%          | 1         |
| Stanway                   | 2.63%          | 1         |
| Tiptree                   | 2.63%          | 1         |
| Wivenhoe                  | 5.26%          | 2         |
| not given                 | 18.42%         | 7         |
| not known                 | 2.63%          | 1         |
| <b>Grand Total</b>        | <b>100.00%</b> | <b>38</b> |

<sup>2</sup> [Family Resources Survey: financial year 2020 to 2021 - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/statistics/family-resources-survey-financial-year-2020-to-2021)

## Appendices of tables

### Appendix 1 - I feel a sense of community in the area of Colchester

| AGE                           | 18-24 | 25-34 | 35-44 | 45-54 | 55-64 | 65+  | PREFER<br>NOT<br>TO SAY | (BLANK) | GRAND TOTAL |
|-------------------------------|-------|-------|-------|-------|-------|------|-------------------------|---------|-------------|
| STRONGLY DISAGREE             | 15%   | 6%    | 5%    | 6%    | 9%    | 9%   | 57%                     | 40%     | 10%         |
| DISAGREE                      | 19%   | 20%   | 17%   | 21%   | 18%   | 24%  | 17%                     | 20%     | 20%         |
| NEITHER AGREE NOR<br>DISAGREE | 26%   | 24%   | 29%   | 28%   | 34%   | 27%  | 17%                     | 20%     | 28%         |
| AGREE                         | 41%   | 44%   | 39%   | 36%   | 33%   | 33%  | 9%                      | 20%     | 35%         |
| STRONGLY AGREE                | 0%    | 7%    | 10%   | 8%    | 6%    | 7%   | 0%                      | 0%      | 7%          |
| DON'T KNOW                    | 0%    | 0%    | 0%    | 1%    | 0%    | 0%   | 0%                      | 0%      | 0%          |
| GRAND TOTAL                   | 100%  | 100%  | 100%  | 100%  | 100%  | 100% | 100%                    | 100%    | 100%        |

| GENDER                        | Female | Male | Other<br>Gender | Prefer<br>Not To<br>Say | (blank) | Grand<br>Total |
|-------------------------------|--------|------|-----------------|-------------------------|---------|----------------|
| STRONGLY DISAGREE             | 6%     | 8%   | 0%              | 56%                     | 17%     | 10%            |
| DISAGREE                      | 22%    | 18%  | 25%             | 12%                     | 21%     | 20%            |
| NEITHER AGREE NOR<br>DISAGREE | 27%    | 32%  | 0%              | 14%                     | 17%     | 28%            |
| AGREE                         | 36%    | 36%  | 75%             | 16%                     | 38%     | 35%            |
| STRONGLY AGREE                | 8%     | 6%   | 0%              | 2%                      | 8%      | 7%             |
| DON'T KNOW                    | 0%     | 0%   | 0%              | 0%                      | 0%      | 0%             |
| GRAND TOTAL                   | 100%   | 100% | 100%            | 100%                    | 100%    | 100%           |

| DISABILITY                 | No  | Prefer Not To Say | Yes | didn't answer | Grand Total |
|----------------------------|-----|-------------------|-----|---------------|-------------|
| STRONGLY DISAGREE          | 6%  | 35%               | 13% | 16%           | 10%         |
| DISAGREE                   | 19% | 22%               | 22% | 21%           | 20%         |
| NEITHER AGREE NOR DISAGREE | 28% | 24%               | 34% | 24%           | 28%         |
| AGREE                      | 39% | 20%               | 23% | 31%           | 35%         |
| STRONGLY AGREE             | 7%  | 0%                | 9%  | 7%            | 7%          |

|             |      |      |      |      |      |
|-------------|------|------|------|------|------|
| DON'T KNOW  | 0%   | 0%   | 0%   | 1%   | 0%   |
| GRAND TOTAL | 100% | 100% | 100% | 100% | 100% |

| ETHNICITY                  | ASIAN<br>OR ASIAN<br>BRITISH | BLACK OR<br>BLACK<br>BRITISH | CHINESE | MIXED | OTHER<br>ETHNIC<br>GROUP | PREFER<br>NOT TO<br>SAY | WHITE | DIDN'T ANSWER | GRAND<br>TOTAL |
|----------------------------|------------------------------|------------------------------|---------|-------|--------------------------|-------------------------|-------|---------------|----------------|
| STRONGLY DISAGREE          | 5%                           | 0%                           | 0%      | 6%    | 0%                       | 37%                     | 7%    | 40%           | 10%            |
| DISAGREE                   | 5%                           | 13%                          | 0%      | 12%   | 40%                      | 14%                     | 21%   | 7%            | 20%            |
| NEITHER AGREE NOR DISAGREE | 37%                          | 13%                          | 80%     | 29%   | 20%                      | 28%                     | 27%   | 27%           | 28%            |
| AGREE                      | 37%                          | 50%                          | 20%     | 29%   | 40%                      | 21%                     | 37%   | 13%           | 35%            |
| STRONGLY AGREE             | 16%                          | 25%                          | 0%      | 24%   | 0%                       | 0%                      | 7%    | 13%           | 7%             |
| DON'T KNOW                 | 0%                           | 0%                           | 0%      | 0%    | 0%                       | 0%                      | 0%    | 0%            | 0%             |
| GRAND TOTAL                | 100%                         | 100%                         | 100%    | 100%  | 100%                     | 100%                    | 100%  | 100%          | 100%           |

I feel a sense of community in the area of  
Colchester

| Age                                    | 18-24 | 25-34 | 35-44 | 45-54 | 55-64 | 65+ | PREF<br>ER<br>NOT<br>to<br>Say | (bl<br>an<br>k) | Grand<br>Total |
|--|-------|-------|-------|-------|-------|-----|--------------------------------|-----------------|----------------|
| Stro<br>ngly<br>Dis<br>agr<br>ee       | 15%   | 6%    | 5%    | 6%    | 9%    | 9%  | 57%                            | 40%             | 10%            |
| Disa<br>gree                           | 19%   | 20%   | 17%   | 21%   | 24%   | 24% | 17%                            | 20%             | 20%            |
| Neit<br>her<br>Agr<br>ee<br>nor<br>Dis | 26%   | 24%   | 22%   | 22%   | 27%   | 27% | 17%                            | 20%             | 28%            |

|   |                    |        |                 |                         |                 |                |    |              |      |                  |
|---|--------------------|--------|-----------------|-------------------------|-----------------|----------------|----|--------------|------|------------------|
| ag<br>ee  |                    |        |                 |                         |                 |                |    |              |      |                  |
| Agre<br>e   | 41<br>%            | 4<br>% | 3<br>%          | 3<br>%                  | 3<br>%          | 33%            | 9% | 20<br>%      | 35%  |                  |
| Stro<br>ngly<br>Agre<br>e                           | 0<br>%             | 7<br>% | 1<br>0<br>%     | 8<br>%                  | 6<br>%          | 7%             | 0% | 0<br>%       | 7%   |                  |
| Don'<br>t<br>Kno<br>w                               | 0<br>%             | 0<br>% | 0<br>%          | 1<br>%                  | 0<br>%          | 0%             | 0% | 0<br>%       | 0%   |                  |
| Gran<br>d<br>Tot<br>al                              | 10<br>0<br>%       | 100%   | 100%            |                         |                 | 100%           |    | 10<br>0<br>% | 100% | 100%<br><br>100% |
| Gen<br>der  | Fe<br>m<br>al<br>e | Male   | Other<br>Gender | Prefer<br>Not To<br>Say | (bl<br>an<br>k) | Grand<br>Total |    |              |      |                  |
| Stro<br>ngly<br>Dis<br>agr<br>ee                    | 6<br>%             | 8%     | 0%              | 56%                     | 17<br>%         | 10%            |    |              |      |                  |
| Disa<br>gree  | 22<br>%            | 18%    | 25%             | 12%                     | 21<br>%         | 20%            |    |              |      |                  |
| Neit<br>her<br>Agr<br>ee<br>nor<br>Dis<br>agr<br>ee | 27<br>%            | 32%    | 0%              | 14%                     | 17<br>%         | 28%            |    |              |      |                  |
| Agre<br>e   | 36<br>%            | 36%    | 75%             | 16%                     | 38<br>%         | 35%            |    |              |      |                  |
| Stro<br>ngly<br>Agre<br>e                           | 8<br>%             | 6%     | 0%              | 2%                      | 8<br>%          | 7%             |    |              |      |                  |

|                            |            |        |            |           |                      |                     |                     |          |                     |                   |            |             |           |                  |         |         |          |         |             |
|----------------------------|------------|--------|------------|-----------|----------------------|---------------------|---------------------|----------|---------------------|-------------------|------------|-------------|-----------|------------------|---------|---------|----------|---------|-------------|
| Don't Know                 | 0%         | 0%     | 0%         | 0%        | 0%                   | 0%                  |                     |          |                     |                   |            |             |           |                  |         |         |          |         |             |
| Grand Total                |            |        |            | 100%      | 100%                 | 100%                | 100%                | 100%     | 100%                | 100%              | 100%       | 100%        | 100%      | 100%             | 100%    | 100%    | 100%     | 100%    | 100%        |
| WARD                       | BERECHURCH | CASTLE | GREENSTEAD | HIGHWOODS | LEXDEN AND BRAISWICK | MARKS TEY AND LAYER | MERSEA AND PYEFLEET | MILE END | NEW TOWN AND CHRIST | OLD HEATH AND THE | PRETTYGATE | RURAL NORTH | SHRUB END | ST ANNE'S AND ST | STANWAY | TIPTREE | WIVENHOE | (BLANK) | GRAND TOTAL |
| STRONGLY DISAGREE          | 8%         | 4%     | 13%        | 10%       | 4%                   | 7%                  | 8%                  | 5%       | 8%                  | 10%               | 4%         | 0%          | 7%        | 10%              | 5%      | 9%      | 8%       | 49%     | 10%         |
| DISAGREE                   | 23%        | 15%    | 18%        | 25%       | 22%                  | 17%                 | 14%                 | 18%      | 11%                 | 27%               | 24%        | 41%         | 19%       | 33%              | 22%     | 13%     | 22%      | 16%     | 20%         |
| NEITHER AGREE NOR DISAGREE | 28%        | 21%    | 33%        | 37%       | 38%                  | 31%                 | 39%                 | 29%      | 22%                 | 14%               | 33%        | 24%         | 35%       | 15%              | 35%     | 29%     | 30%      | 14%     | 28%         |
| AGREE                      | 28%        | 45%    | 35%        | 25%       | 31%                  | 38%                 | 33%                 | 38%      | 49%                 | 34%               | 35%        | 24%         | 34%       | 33%              | 33%     | 47%     | 36%      | 20%     | 35%         |
| STRONGLY AGREE             | 10%        | 14%    | 3%         | 3%        | 5%                   | 7%                  | 6%                  | 10%      | 11%                 | 15%               | 2%         | 10%         | 4%        | 8%               | 4%      | 2%      | 4%       | 1%      | 7%          |
| DON'T KNOW                 | 2%         | 0%     | 0%         | 0%        | 0%                   | 0%                  | 0%                  | 1%       | 0%                  | 0%                | 2%         | 0%          | 0%        | 3%               | 0%      | 0%      | 0%       | 0%      | 0%          |
| GRAND TOTAL                | 100%       | 100%   | 100%       | 100%      | 100%                 | 100%                | 100%                | 100%     | 100%                | 100%              | 100%       | 100%        | 100%      | 100%             | 100%    | 100%    | 100%     | 100%    | 100%        |

## Appendix 2 I enjoy living/working in Colchester

| I ENJOY LIVING/WORKING IN COLCHESTER BY AGE | 18-24 | 25-34 | 35-44 | 45-54 | 55-64 | 65+ | PREFER NOT TO SAY | GRAND TOTAL |
|---|-------|-------|-------|-------|-------|-----|-------------------|-------------|
| STRONGLY DISAGREE                           |       | 4%    | 1%    | 2%    | 2%    | 4%  | 4%                | 3%          |
| DISAGREE                                    |       | 11%   | 9%    | 8%    | 11%   | 10% | 12%               | 10%         |
| DON'T KNOW                                  |       | 0%    | 0%    | 0%    | 0%    | 0%  | 0%                | 0%          |
| NEITHER AGREE NOR DISAGREE                  |       | 15%   | 14%   | 14%   | 17%   | 17% | 23%               | 20%         |
| AGREE                                       |       | 52%   | 58%   | 52%   | 50%   | 47% | 40%               | 48%         |
| STRONGLY AGREE                              |       | 19%   | 19%   | 24%   | 20%   | 22% | 20%               | 20%         |

|                    |      |      |      |      |      |      |      |      |
|--------------------|------|------|------|------|------|------|------|------|
| <b>GRAND TOTAL</b> | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |
|--------------------|------|------|------|------|------|------|------|------|

|   |        |      |              |                   |             |
|---|--------|------|--------------|-------------------|-------------|
| <b>I ENJOY LIVING/WORKING IN COLCHESTER BY GENDER</b> | Female | Male | Other Gender | Prefer Not To Say | Grand Total |
| <b>STRONGLY DISAGREE</b>                              | 2%     | 4%   | 0%           | 0%                | 3%          |
| <b>DISAGREE</b>                                       | 10%    | 9%   | 0%           | 7%                | 10%         |
| <b>DON'T KNOW</b>                                     | 0%     | 0%   | 0%           | 0%                | 0%          |
| <b>NEITHER AGREE NOR DISAGREE</b>                     | 17%    | 17%  | 0%           | 69%               | 20%         |
| <b>AGREE</b>  | 49%    | 50%  | 75%          | 21%               | 48%         |
| <b>STRONGLY AGREE</b>                                 | 21%    | 20%  | 25%          | 3%                | 20%         |
| <b>GRAND TOTAL</b>                                    | 100%   | 100% | 100%         | 100%              | 100%        |

|  |                        |                        |         |       |                    |                   |       |             |
|--|------------------------|------------------------|---------|-------|--------------------|-------------------|-------|-------------|
| <b>I ENJOY LIVING/WORKING IN COLCHESTER BY ETHNICITY</b> | Asian or Asian British | Black or Black British | Chinese | Mixed | Other Ethnic Group | Prefer Not To Say | White | Grand Total |
| <b>STRONGLY DISAGREE</b>                                 | 5%                     | 0%                     | 0%      | 0%    | 0%                 | 2%                | 3%    | 3%          |
| <b>DISAGREE</b>  | 11%                    | 0%                     | 20%     | 6%    | 20%                | 12%               | 10%   | 10%         |
| <b>DON'T KNOW</b>  | 0%                     | 0%                     | 0%      | 0%    | 0%                 | 0%                | 0%    | 0%          |
| <b>NEITHER AGREE NOR DISAGREE</b>                        | 16%                    | 13%                    | 20%     | 24%   | 20%                | 51%               | 16%   | 20%         |
| <b>AGREE</b>   | 47%                    | 50%                    | 60%     | 41%   | 20%                | 31%               | 50%   | 48%         |
| <b>STRONGLY AGREE</b>                                    | 21%                    | 38%                    | 0%      | 29%   | 40%                | 5%                | 21%   | 20%         |
| <b>GRAND TOTAL</b>                                       | 100%                   | 100%                   | 100%    | 100%  | 100%               | 100%              | 100%  | 100%        |

|   |     |                   |     |             |
|---|-----|-------------------|-----|-------------|
| <b>I ENJOY LIVING/WORKING IN COLCHESTER BY DISABILITY</b> | No  | Prefer Not To Say | Yes | Grand Total |
| <b>STRONGLY DISAGREE</b>                                  | 3%  | 2%                | 3%  | 3%          |
| <b>DISAGREE</b>   | 8%  | 11%               | 16% | 9%          |
| <b>DON'T KNOW</b>   | 0%  | 0%                | 0%  | 0%          |
| <b>NEITHER AGREE NOR DISAGREE</b>                         | 16% | 47%               | 23% | 19%         |
| <b>AGREE</b>  | 51% | 35%               | 43% | 49%         |

|   |            |        |            |           |                         |                        |                        |          |                               |                            |            |             |           |                            |             |         |          |             |
|---|------------|--------|------------|-----------|-------------------------|------------------------|------------------------|----------|-------------------------------|----------------------------|------------|-------------|-----------|----------------------------|-------------|---------|----------|-------------|
| <b>STRONGLY AGREE</b>   | 22%        | 5%     | 16%        | 20%       |                         |                        |                        |          |                               |                            |            |             |           |                            |             |         |          |             |
| <b>GRAND TOTAL</b>  | 100%       | 100%   | 100%       | 100%      |                         |                        |                        |          |                               |                            |            |             |           |                            |             |         |          |             |
| <b>I ENJOY<br/>LIVING/WORKING IN<br/>COLCHESTER BY<br/>WARD</b> | Berechurch | Castle | Greenstead | Highwoods | Lexden and<br>Braiswick | Marks Tey and<br>Layer | Mersea and<br>Pyefleet | Mile End | New Town and<br>Christ Church | Old Heath and<br>The Hythe | Prettivate | Rural North | Shrub End | St Anne's and St<br>John's | Stanway     | Tiptree | Wivenhoe | Grand Total |
| <b>STRONGLY DISAGREE</b>  | 3%         | 2%     | 5%         | 3%        | 0%                      | 7%                     | 11%                    | 1%       | 2<br>%                        | 5%                         | 2%         | 3<br>%      | 1<br>%    | 3%                         | 3<br>%      | 2<br>%  | 2<br>%   | 3<br>%      |
| <b>DISAGREE</b>   | 8%         | 4%     | 8%         | 10%       | 9%                      | 7%                     | 14%                    | 14%      | 9<br>%                        | 14%                        | 4%         | 28<br>%     | 6<br>%    | 15%                        | 1<br>0<br>% | 9<br>%  | 10<br>%  | 10<br>%     |
| <b>DON'T KNOW</b>   | 0%         | 0%     | 0%         | 0%        | 0%                      | 0%                     | 0%                     | 0%       | 0<br>%                        | 0%                         | 2%         | 0<br>%      | 0<br>%    | 0%                         | 0<br>%      | 0<br>%  | 0<br>%   | 0<br>%      |
| <b>NEITHER AGREE NOR<br/>DISAGREE</b>                           | 20%        | 9%     | 23%        | 20%       | 18%                     | 17%                    | 25%                    | 11%      | 17<br>%                       | 19%                        | 8%         | 14<br>%     | 19<br>%   | 21%                        | 1<br>9<br>% | 22<br>% | 24<br>%  | 17<br>%     |
| <b>AGREE</b>  | 47%        | 50%    | 40%        | 50%       | 55%                     | 52%                    | 42%                    | 55%      | 51<br>%                       | 39%                        | 68<br>%    | 38<br>%     | 51<br>%   | 38%                        | 4<br>7<br>% | 53<br>% | 52<br>%  | 50<br>%     |
| <b>STRONGLY AGREE</b>   | 22%        | 35%    | 25%        | 17%       | 18%                     | 17%                    | 8%                     | 19%      | 21<br>%                       | 24%                        | 16<br>%    | 17<br>%     | 22<br>%   | 23%                        | 2<br>1<br>% | 13<br>% | 12<br>%  | 21<br>%     |

### Appendix 3 I would recommend other people to live or work in Colchester

| <b>I WOULD<br/>RECOMMEND<br/>OTHER<br/>PEOPLE TO<br/>LIVE OR<br/>WORK IN<br/>COLCHESTER<br/>BY AGE</b> | <b>18-24</b> | <b>25-34</b> | <b>35-44</b> | <b>45-54</b> | <b>55-64</b> | <b>65+</b> | <b>PREFER NOT<br/>TO SAY</b> | <b>GRAND<br/>TOTAL</b> |
|--|--------------|--------------|--------------|--------------|--------------|------------|------------------------------|------------------------|
| <b>STRONGLY<br/>DISAGREE</b>   | 18.5%        | 2.6%         | 5.0%         | 7.0%         | 9.7%         | 8.8%       | 56.6%                        | 9.5%                   |
| <b>DISAGREE</b>  | 3.7%         | 13.9%        | 10.9%        | 15.0%        | 17.9%        | 20.5%      | 15.1%                        | 15.2%                  |
| <b>NEITHER<br/>AGREE NOR<br/>DISAGREE</b>  | 37.0%        | 25.2%        | 23.8%        | 25.2%        | 22.7%        | 26.8%      | 9.4%                         | 24.3%                  |
| <b>AGREE</b>   | 22.2%        | 43.7%        | 44.8%        | 41.6%        | 39.6%        | 32.7%      | 18.9%                        | 39.0%                  |
| <b>STRONGLY<br/>AGREE</b>  | 18.5%        | 14.6%        | 15.5%        | 11.2%        | 10.1%        | 10.7%      | 0.0%                         | 12.0%                  |
| <b>DON'T KNOW</b>  | 0.0%         | 0.0%         | 0.0%         | 0.0%         | 0.0%         | 0.5%       | 0.0%                         | 0.1%                   |



| GRAND TOTAL   | 100.0%                 | 100.0%                 | 100.0%       | 100.0%            | 100.0%              | 100.0%            | 100.0% | 100.0%      |
|---|------------------------|------------------------|--------------|-------------------|---------------------|-------------------|--------|-------------|
|   |                        |                        |              |                   |                     |                   |        |             |
|   |                        |                        |              |                   |                     |                   |        |             |
| I WOULD RECOMMEND OTHER PEOPLE TO LIVE OR WORK IN COLCHESTER BY GENDER    | Female                 | Male                   | Other Gender | Prefer Not To Say | Grand Total         |                   |        |             |
| STRONGLY DISAGREE   | 6.3%                   | 7.5%                   | 25.0%        | 51.7%             | 9.2%                |                   |        |             |
| DISAGREE  | 15.4%                  | 15.0%                  | 0.0%         | 17.2%             | 15.3%               |                   |        |             |
| NEITHER AGREE NOR DISAGREE  | 25.8%                  | 23.4%                  | 25.0%        | 13.8%             | 24.4%               |                   |        |             |
| AGREE   | 38.9%                  | 42.6%                  | 50.0%        | 17.2%             | 38.9%               |                   |        |             |
| STRONGLY AGREE  | 13.5%                  | 11.1%                  | 0.0%         | 0.0%              | 12.0%               |                   |        |             |
| DON'T KNOW  | 0.0%                   | 0.3%                   | 0.0%         | 0.0%              | 0.1%                |                   |        |             |
| GRAND TOTAL   | 100.0%                 | 100.0%                 | 100.0%       | 100.0%            | 100.0%              |                   |        |             |
|   |                        |                        |              |                   |                     |                   |        |             |
| I WOULD RECOMMEND OTHER PEOPLE TO LIVE OR WORK IN COLCHESTER BY ETHNICITY | Asian or Asian British | Black or Black British | Chinese      | Mixed             | Other Enthnic Group | Prefer Not To Say | White  | Grand Total |
| STRONGLY DISAGREE   | 15.8%                  | 0.0%                   | 0.0%         | 5.9%              | 0.0%                | 37.2%             | 6.6%   | 9.3%        |
| DISAGREE  | 15.8%                  | 12.5%                  | 40.0%        | 5.9%              | 40.0%               | 18.1%             | 14.8%  | 15.2%       |
| NEITHER AGREE NOR DISAGREE  | 21.1%                  | 12.5%                  | 20.0%        | 17.6%             | 20.0%               | 19.1%             | 25.3%  | 24.4%       |
| AGREE   | 31.6%                  | 37.5%                  | 40.0%        | 47.1%             | 20.0%               | 24.5%             | 40.6%  | 39.0%       |
| STRONGLY AGREE  | 15.8%                  | 37.5%                  | 0.0%         | 23.5%             | 20.0%               | 1.1%              | 12.6%  | 12.0%       |
| DON'T KNOW  | 0.0%                   | 0.0%                   | 0.0%         | 0.0%              | 0.0%                | 0.0%              | 0.1%   | 0.1%        |

| GRAND TOTAL  | 100.0%     | 100.0%            | 100.0%     | 100.0%      | 100.0%               | 100.0%              | 100.0%              | 100.0%   | 100.0%                     |       |                   |            |             |           |                         |         |         |          |             |
|--|------------|-------------------|------------|-------------|----------------------|---------------------|---------------------|----------|----------------------------|-------|-------------------|------------|-------------|-----------|-------------------------|---------|---------|----------|-------------|
|  |            |                   |            |             |                      |                     |                     |          |                            |       |                   |            |             |           |                         |         |         |          |             |
| I WOULD RECOMMEND OTHER PEOPLE TO LIVE OR WORK IN COLCHESTER BY DISABILITY | No         | Prefer Not To Say | Yes        | Grand Total |                      |                     |                     |          |                            |       |                   |            |             |           |                         |         |         |          |             |
| STRONGLY DISAGREE  | 6.7%       | 33.9%             | 10.4%      | 8.7%        |                      |                     |                     |          |                            |       |                   |            |             |           |                         |         |         |          |             |
| DISAGREE   | 13.3%      | 19.6%             | 22.6%      | 14.7%       |                      |                     |                     |          |                            |       |                   |            |             |           |                         |         |         |          |             |
| NEITHER AGREE NOR DISAGREE   | 23.9%      | 23.2%             | 31.3%      | 24.7%       |                      |                     |                     |          |                            |       |                   |            |             |           |                         |         |         |          |             |
| AGREE  | 42.7%      | 23.2%             | 27.8%      | 39.8%       |                      |                     |                     |          |                            |       |                   |            |             |           |                         |         |         |          |             |
| STRONGLY AGREE   | 13.4%      | 0.0%              | 7.8%       | 11.9%       |                      |                     |                     |          |                            |       |                   |            |             |           |                         |         |         |          |             |
| DON'T KNOW   | 0.1%       | 0.0%              | 0.0%       | 0.1%        |                      |                     |                     |          |                            |       |                   |            |             |           |                         |         |         |          |             |
| GRAND TOTAL  | 100.0%     | 100.0%            | 100.0%     | 100.0%      |                      |                     |                     |          |                            |       |                   |            |             |           |                         |         |         |          |             |
|  |            |                   |            |             |                      |                     |                     |          |                            |       |                   |            |             |           |                         |         |         |          |             |
| I WOULD RECOMMEND OTHER PEOPLE TO LIVE OR WORK IN COLCHESTER BY WARD       | Berechurch | Castle            | Greenstead | Highwoods   | Lexden and Braiswick | Marks Tey and Layer | Mersea and Pyefleet | Mile End | New Town and Christ Church | Hythe | Old Heath and The | Prettygate | Rural North | Shrub End | St Anne's and St John's | Stanway | Tiptree | Wivenhoe | Grand Total |
| STRONGLY DISAGREE  | 3.4%       | 2.9%              | 7.7%       | 8.3%        | 1.3%                 | 10.3%               | 21.6%               | 5.1%     | 7.2%                       | 8.5%  | 6.1%              | 10.3%      | 5.9%        | 12.5%     | 9.4%                    | 4.4%    | 10.0%   | 7.1%     |             |
| DISAGREE   | 13.6%      | 10.7%             | 10.3%      | 15.0%       | 23.4%                | 6.9%                | 10.8%               | 8.9%     | 13.5%                      | 25.4% | 14.3%             | 31.0%      | 17.6%       | 17.5%     | 15.6%                   | 15.6%   | 16.0%   | 15.3%    |             |
| NEITHER AGREE NOR DISAGREE   | 37.3%      | 20.4%             | 28.2%      | 28.3%       | 24.7%                | 31.0%               | 32.4%               | 21.5%    | 19.8%                      | 16.9% | 28.6%             | 6.9%       | 25.0%       | 15.0%     | 31.3%                   | 28.9%   | 28.0%   | 24.9%    |             |
| AGREE  | 28.8%      | 45.6%             | 35.9%      | 31.7%       | 41.6%                | 44.8%               | 29.7%               | 49.4%    | 45.0%                      | 33.9% | 44.9%             | 37.9%      | 44.1%       | 45.0%     | 32.3%                   | 46.7%   | 42.0%   | 40.4%    |             |
| STRONGLY AGREE   | 16.9%      | 20.4%             | 15.4%      | 16.7%       | 9.1%                 | 6.9%                | 5.4%                | 15.2%    | 14.4%                      | 15.3% | 6.1%              | 13.8%      | 7.4%        | 10.0%     | 11.5%                   | 4.4%    | 4.0%    | 12.2%    |             |

|                    |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |
|--------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| <b>DON'T KNOW</b>  | 0.0%   | 0.0%   | 2.6%   | 0.0%   | 0.0%   | 0.0%   | 0.0%   | 0.0%   | 0.0%   | 0.0%   | 0.0%   | 0.0%   | 0.0%   | 0.0%   | 0.0%   | 0.0%   | 0.0%   | 0.0%   | 0.1%   |
| <b>GRAND TOTAL</b> | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

| I would recommend other people to live or work in Colchester by Central/urban wards |            |        |            |           |                      |          |                            |                         |            |           |                         |         |          |             |  |
|---|------------|--------|------------|-----------|----------------------|----------|----------------------------|-------------------------|------------|-----------|-------------------------|---------|----------|-------------|--|
|   | Berechurch | Castle | Greenstead | Highwoods | Lexden and Braiswick | Mile End | New Town and Christ Church | Old Heath and The Hythe | Prettygate | Shrub End | St Anne's and St John's | Stanway | Wivenhoe | Grand Total |  |
| Strongly Disagree   | 3.4%       | 2.9%   | 7.7%       | 8.3%      | 1.3%                 | 5.1%     | 7.2%                       | 8.5%                    | 6.1%       | 5.9%      | 12.5%                   | 9.4%    | 10.0%    | 6.4%        |  |
| Disagree  | 13.6%      | 10.7%  | 10.3%      | 15.0%     | 23.4%                | 8.9%     | 13.5%                      | 25.4%                   | 14.3%      | 17.6%     | 17.5%                   | 15.6%   | 16.0%    | 15.3%       |  |
| Neither Agree nor Disagree  | 37.3%      | 20.4%  | 28.2%      | 28.3%     | 24.7%                | 21.5%    | 19.8%                      | 16.9%                   | 28.6%      | 25.0%     | 15.0%                   | 31.3%   | 28.0%    | 24.7%       |  |
| Agree   | 28.8%      | 45.6%  | 35.9%      | 31.7%     | 41.6%                | 49.4%    | 45.0%                      | 33.9%                   | 44.9%      | 44.1%     | 45.0%                   | 32.3%   | 42.0%    | 40.4%       |  |
| Strongly Agree  | 16.9%      | 20.4%  | 15.4%      | 16.7%     | 9.1%                 | 15.2%    | 14.4%                      | 15.3%                   | 6.1%       | 7.4%      | 10.0%                   | 11.5%   | 4.0%     | 13.0%       |  |
| Don't Know  | 0.0%       | 0.0%   | 2.6%       | 0.0%      | 0.0%                 | 0.0%     | 0.0%                       | 0.0%                    | 0.0%       | 0.0%      | 0.0%                    | 0.0%    | 0.0%     | 0.1%        |  |
| Grand Total   | 100.0%     | 100.0% | 100.0%     | 100.0%    | 100.0%               | 100.0%   | 100.0%                     | 100.0%                  | 100.0%     | 100.0%    | 100.0%                  | 100.0%  | 100.0%   | 100.0%      |  |
|   |            |        |            |           |                      |          |                            |                         |            |           |                         |         |          |             |  |

| I would recommend other people to live or work in Colchester by Rural/outer wards |                     |                     |             |         |             |
|---|---------------------|---------------------|-------------|---------|-------------|
| Row Labels  | Marks Tey and Layer | Mersea and Pyefleet | Rural North | Tiptree | Grand Total |
| Strongly Disagree   | 10.3%               | 21.6%               | 10.3%       | 4.4%    | 11.4%       |
| Disagree  | 6.9%                | 10.8%               | 31.0%       | 15.6%   | 15.7%       |
| Neither Agree nor Disagree  | 31.0%               | 32.4%               | 6.9%        | 28.9%   | 25.7%       |
| Agree   | 44.8%               | 29.7%               | 37.9%       | 46.7%   | 40.0%       |
| Strongly Agree  | 6.9%                | 5.4%                | 13.8%       | 4.4%    | 7.1%        |
| Grand Total   | 100.0%              | 100.0%              | 100.0%      | 100.0%  | 100.0%      |

## Appendix 4 - Priorities

### PRIORITY 1 BY AGE

|   | 18-24  | 25-34  | 35-44  | 45-54  | 55-64  | 65+    | Prefer Not to Say | Grand Total |
|---|--------|--------|--------|--------|--------|--------|-------------------|-------------|
| CREATING SAFE, HEALTHY AND ACTIVE COMMUNITIES | 19.2%  | 25.2%  | 41.0%  | 38.6%  | 35.3%  | 36.2%  | 12.2%             | 34.4%       |
| THE CLIMATE CHALLENGE                         | 23.1%  | 25.2%  | 29.7%  | 22.2%  | 21.2%  | 20.3%  | 6.1%              | 23.0%       |
| CELEBRATING OUR HERITAGE AND CULTURE          | 7.7%   | 5.0%   | 6.8%   | 12.2%  | 10.9%  | 11.9%  | 63.3%             | 12.1%       |
| DELIVERING HOMES FOR PEOPLE WHO NEED THEM     | 30.8%  | 20.9%  | 10.8%  | 9.0%   | 14.1%  | 14.1%  | 4.1%              | 13.3%       |
| GROWING A FAIR ECONOMY SO EVERYONE BENEFITS   | 19.2%  | 23.7%  | 11.7%  | 18.0%  | 18.5%  | 17.5%  | 14.3%             | 17.2%       |
| GRAND TOTAL                                   | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0%            | 100.0%      |

### PRIORITY 2 BY AGE

|   | 18-24  | 25-34  | 35-44  | 45-54  | 55-64  | 65+    | Prefer Not to Say | Grand Total |
|---|--------|--------|--------|--------|--------|--------|-------------------|-------------|
| CREATING SAFE, HEALTHY AND ACTIVE COMMUNITIES | 26.9%  | 35.3%  | 27.9%  | 28.0%  | 26.6%  | 30.5%  | 32.7%             | 29.4%       |
| THE CLIMATE CHALLENGE                         | 3.8%   | 15.8%  | 20.7%  | 13.2%  | 13.0%  | 18.1%  | 16.3%             | 16.0%       |
| GROWING A FAIR ECONOMY SO EVERYONE BENEFITS   | 34.6%  | 23.0%  | 29.3%  | 29.1%  | 20.7%  | 15.8%  | 36.7%             | 24.8%       |
| DELIVERING HOMES FOR PEOPLE WHO NEED THEM     | 19.2%  | 15.8%  | 10.4%  | 18.0%  | 22.8%  | 21.5%  | 2.0%              | 16.7%       |
| CELEBRATING OUR HERITAGE AND CULTURE          | 15.4%  | 10.1%  | 11.7%  | 11.6%  | 16.8%  | 14.1%  | 12.2%             | 13.0%       |
| GRAND TOTAL                                   | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0%            | 100.0%      |

### PRIORITY 1 BY GENDER

|   | Female | Male  | Other Gender | Prefer Not To Say | Grand Total |
|---|--------|-------|--------------|-------------------|-------------|
| CREATING SAFE, HEALTHY AND ACTIVE COMMUNITIES | 36.8%  | 34.0% | 25.0%        | 16.7%             | 34.8%       |

|   |        |        |        |        |        |
|---|--------|--------|--------|--------|--------|
| THE CLIMATE CHALLENGE                       | 22.7%  | 24.8%  | 25.0%  | 11.1%  | 22.7%  |
| CELEBRATING OUR HERITAGE AND CULTURE        | 8.9%   | 10.2%  | 0.0%   | 57.4%  | 12.0%  |
| DELIVERING HOMES FOR PEOPLE WHO NEED THEM   | 14.3%  | 12.6%  | 25.0%  | 3.7%   | 13.2%  |
| GROWING A FAIR ECONOMY SO EVERYONE BENEFITS | 17.3%  | 18.4%  | 25.0%  | 11.1%  | 17.3%  |
| GRAND TOTAL                                 | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

#### PRIORITY 2 BY GENDER

|   | Female | Male   | Other Gender | Prefer Not To Say | Grand Total |
|---|--------|--------|--------------|-------------------|-------------|
| CREATING SAFE, HEALTHY AND ACTIVE COMMUNITIES | 28.8%  | 29.3%  | 25.0%        | 33.3%             | 29.2%       |
| THE CLIMATE CHALLENGE                         | 16.7%  | 15.3%  | 25.0%        | 14.8%             | 16.2%       |
| GROWING A FAIR ECONOMY SO EVERYONE BENEFITS   | 25.4%  | 23.1%  | 50.0%        | 29.6%             | 25.1%       |
| DELIVERING HOMES FOR PEOPLE WHO NEED THEM     | 16.7%  | 18.7%  | 0.0%         | 3.7%              | 16.5%       |
| CELEBRATING OUR HERITAGE AND CULTURE          | 12.3%  | 13.6%  | 0.0%         | 18.5%             | 13.0%       |
| GRAND TOTAL                                   | 100.0% | 100.0% | 100.0%       | 100.0%            | 100.0%      |

#### PRIORITY1 BY ETHNICITY

|   | Asian or Asian British | Black or Black British | Chinese | Mixed  | Other Ethnic Group | Prefer Not To Say | White  | Grand Total |
|---|------------------------|------------------------|---------|--------|--------------------|-------------------|--------|-------------|
| CREATING SAFE, HEALTHY AND ACTIVE COMMUNITIES | 52.9%                  | 33.3%                  | 66.7%   | 18.8%  | 40.0%              | 20.9%             | 35.8%  | 34.6%       |
| THE CLIMATE CHALLENGE                         | 11.8%                  | 0.0%                   | 0.0%    | 18.8%  | 20.0%              | 19.8%             | 24.1%  | 23.2%       |
| CELEBRATING OUR HERITAGE AND CULTURE          | 5.9%                   | 0.0%                   | 0.0%    | 6.3%   | 20.0%              | 38.4%             | 9.1%   | 11.6%       |
| DELIVERING HOMES FOR PEOPLE WHO NEED THEM     | 5.9%                   | 16.7%                  | 33.3%   | 12.5%  | 20.0%              | 7.0%              | 14.0%  | 13.3%       |
| GROWING A FAIR ECONOMY SO EVERYONE BENEFITS   | 23.5%                  | 50.0%                  | 0.0%    | 43.8%  | 0.0%               | 14.0%             | 17.0%  | 17.3%       |
| GRAND TOTAL                                   | 100.0%                 | 100.0%                 | 100.0%  | 100.0% | 100.0%             | 100.0%            | 100.0% | 100.0%      |

#### PRIORITY 2 BY ETHNICITY

|  | Asian<br>or Asian<br>British | Black or<br>Black<br>British | Chines<br>e | Mixed       | Other<br>Ethnic<br>Group | Prefer Not<br>To Say | White  | Grand<br>Total |
|--|------------------------------|------------------------------|-------------|-------------|--------------------------|----------------------|--------|----------------|
| CREATING SAFE, HEALTHY<br>AND ACTIVE COMMUNITIES | 11.8%                        | 33.3%                        | 33.3%       | 37.5%       | 40.0%                    | 33.7%                | 29.1%  | 29.4%          |
| THE CLIMATE CHALLENGE                            | 35.3%                        | 16.7%                        | 0.0%        | 18.8%       | 20.0%                    | 8.1%                 | 16.5%  | 16.1%          |
| GROWING A FAIR ECONOMY<br>SO EVERYONE BENEFITS   | 35.3%                        | 0.0%                         | 33.3%       | 18.8%       | 0.0%                     | 29.1%                | 24.6%  | 24.8%          |
| DELIVERING HOMES FOR<br>PEOPLE WHO NEED THEM     | 11.8%                        | 50.0%                        | 33.3%       | 6.3%        | 40.0%                    | 10.5%                | 17.3%  | 16.8%          |
| CELEBRATING OUR HERITAGE<br>AND CULTURE          | 5.9%                         | 0.0%                         | 0.0%        | 18.8%       | 0.0%                     | 18.6%                | 12.6%  | 12.9%          |
| GRAND TOTAL                                      | 100.0%                       | 100.0%                       | 100.0%      | 100.0%      | 100.0%                   | 100.0%               | 100.0% | 100.0%         |
|  |                              |                              |             |             |                          |                      |        |                |
| PRIORITY 2 BY DISABILITY                         |                              |                              |             |             |                          |                      |        |                |
|  | No                           | Prefer Not<br>To Say         | Yes         | Grand Total |                          |                      |        |                |
| CREATING SAFE, HEALTHY<br>AND ACTIVE COMMUNITIES | 36.2%                        | 18.5%                        | 31.1%       | 34.4%       |                          |                      |        |                |
| THE CLIMATE CHALLENGE                            | 23.3%                        | 20.4%                        | 18.9%       | 22.6%       |                          |                      |        |                |
| CELEBRATING OUR HERITAGE<br>AND CULTURE          | 9.3%                         | 38.9%                        | 12.3%       | 11.5%       |                          |                      |        |                |
| DELIVERING HOMES FOR<br>PEOPLE WHO NEED THEM     | 13.3%                        | 9.3%                         | 20.8%       | 13.9%       |                          |                      |        |                |
| GROWING A FAIR ECONOMY<br>SO EVERYONE BENEFITS   | 17.9%                        | 13.0%                        | 17.0%       | 17.5%       |                          |                      |        |                |
| GRAND TOTAL                                      | 100.0%                       | 100.0%                       | 100.0%      | 100.0%      |                          |                      |        |                |
|  |                              |                              |             |             |                          |                      |        |                |
| PRIORITY 2 BY DISABILITY                         |                              |                              |             |             |                          |                      |        |                |
|  | No                           | Prefer Not<br>To Say         | Yes         | Grand Total |                          |                      |        |                |
| CREATING SAFE, HEALTHY<br>AND ACTIVE COMMUNITIES | 28.8%                        | 29.6%                        | 34.0%       | 29.5%       |                          |                      |        |                |
| THE CLIMATE CHALLENGE                            | 16.5%                        | 14.8%                        | 17.0%       | 16.5%       |                          |                      |        |                |
| GROWING A FAIR ECONOMY<br>SO EVERYONE BENEFITS   | 24.6%                        | 25.9%                        | 18.9%       | 24.0%       |                          |                      |        |                |
| DELIVERING HOMES FOR<br>PEOPLE WHO NEED THEM     | 16.5%                        | 13.0%                        | 21.7%       | 16.9%       |                          |                      |        |                |
| CELEBRATING OUR HERITAGE<br>AND CULTURE          | 13.6%                        | 16.7%                        | 8.5%        | 13.1%       |                          |                      |        |                |
| GRAND TOTAL                                      | 100.0%                       | 100.0%                       | 100.0%      | 100.0%      |                          |                      |        |                |

| PRIORITY1 BY WARD                             |            |        |            |           |                      |                     |                     |          |                           |                          |            |             |           |                         |         |        |          |             |
|---|------------|--------|------------|-----------|----------------------|---------------------|---------------------|----------|---------------------------|--------------------------|------------|-------------|-----------|-------------------------|---------|--------|----------|-------------|
|   | Berechurch | Castle | Greenstead | Highwoods | Lexden and Braiswick | Marks Tey and Layer | Mersea and Pyefleet | Mile End | New Town and Christchurch | Old Heath and The Bottom | Prettygate | Rural North | Shrub End | St Anne's and St John's | Stanway | Tipree | Wivenhoe | Grand Total |
| CREATING SAFE, HEALTHY AND ACTIVE COMMUNITIES | 34.6%      | 30.4%  | 40.5%      | 39.6%     | 31.9%                | 40.7%               | 26.5%               | 37.1%    | 32.3%                     | 26.9%                    | 41.3%      | 22.2%       | 37.3%     | 47.2%                   | 38.1%   | 49.1%  | 36.1%    | 36.1%       |
| THE CLIMATE CHALLENGE                         | 11.5%      | 25.0%  | 13.5%      | 24.5%     | 25.0%                | 29.6%               | 35.3%               | 25.7%    | 26.0%                     | 19.2%                    | 19.6%      | 29.6%       | 25.4%     | 16.7%                   | 21.1%   | 27.1%  | 28.1%    | 24.1%       |
| CELEBRATING OUR HERITAGE AND CULTURE          | 11.5%      | 8.7%   | 8.1%       | 7.5%      | 6.9%                 | 11.1%               | 11.8%               | 11.4%    | 9.4%                      | 5.8%                     | 10.9%      | 14.8%       | 8.5%      | 8.3%                    | 12.1%   | 2.1%   | 13.1%    | 9.1%        |
| DELIVERING HOMES FOR PEOPLE WHO NEED THEM     | 15.4%      | 19.6%  | 21.6%      | 15.1%     | 13.9%                | 7.4%                | 14.7%               | 4.3%     | 17.7%                     | 23.1%                    | 8.7%       | 11.1%       | 13.6%     | 13.9%                   | 12.1%   | 10.1%  | 11.1%    | 14.1%       |
| GROWING A FAIR ECONOMY SO EVERYONE BENEFITS   | 26.9%      | 16.3%  | 16.2%      | 13.2%     | 22.2%                | 11.1%               | 11.8%               | 21.4%    | 14.6%                     | 25.0%                    | 19.6%      | 22.1%       | 15.3%     | 13.1%                   | 17.1%   | 12.1%  | 13.1%    | 17.1%       |
| GRAND TOTAL                                   | 100.0%     | 100.0% | 100.0%     | 100.0%    | 100.0%               | 100.0%              | 100.0%              | 100.0%   | 100.0%                    | 100.0%                   | 100.0%     | 100.0%      | 100.0%    | 100.0%                  | 100.0%  | 100.0% | 100.0%   | 100.0%      |
| PRIORITY2 BY WARD                             |            |        |            |           |                      |                     |                     |          |                           |                          |            |             |           |                         |         |        |          |             |
|   | Berechurch | Castle | Greenstead | Highwoods | Lexden and Braiswick | Marks Tey and Layer | Mersea and Pyefleet | Mile End | New Town and Christchurch | Old Heath and The Bottom | Prettygate | Rural North | Shrub End | St Anne's and St John's | Stanway | Tipree | Wivenhoe | Grand Total |
| CREATING SAFE, HEALTHY AND ACTIVE COMMUNITIES | 28.8%      | 29.3%  | 35.1%      | 24.5%     | 29.2%                | 25.9%               | 32.4%               | 34.3%    | 29.2%                     | 28.8%                    | 17.4%      | 37.0%       | 30.5%     | 36.1%                   | 33.1%   | 22.1%  | 28.1%    | 29.1%       |
| THE CLIMATE CHALLENGE                         | 13.5%      | 12.0%  | 5.4%       | 20.8%     | 12.5%                | 40.7%               | 14.7%               | 24.3%    | 19.8%                     | 15.4%                    | 13.0%      | 14.8%       | 15.3%     | 16.7%                   | 13.1%   | 17.1%  | 17.1%    | 16.1%       |
| GROWING A FAIR ECONOMY SO EVERYONE BENEFITS   | 28.8%      | 20.7%  | 27.0%      | 26.4%     | 30.6%                | 7.4%                | 32.4%               | 18.6%    | 14.6%                     | 23.1%                    | 30.6%      | 37.0%       | 16.9%     | 19.4%                   | 26.1%   | 27.1%  | 34.1%    | 24.1%       |
| DELIVERING HOMES FOR PEOPLE WHO NEED THEM     | 17.3%      | 16.3%  | 29.7%      | 20.8%     | 11.1%                | 7.4%                | 17.6%               | 12.9%    | 14.6%                     | 19.2%                    | 23.9%      | 7.4%        | 15.3%     | 16.7%                   | 21.1%   | 27.1%  | 17.1%    | 17.1%       |
| CELEBRATING OUR HERITAGE AND CULTURE          | 11.5%      | 21.7%  | 2.7%       | 7.5%      | 16.7%                | 18.5%               | 2.9%                | 10.0%    | 21.9%                     | 13.5%                    | 15.2%      | 3.7%        | 22.0%     | 11.1%                   | 8.1%    | 7.1%   | 4.1%     | 13.1%       |
| GRAND TOTAL                                   | 100.0%     | 100.0% | 100.0%     | 100.0%    | 100.0%               | 100.0%              | 100.0%              | 100.0%   | 100.0%                    | 100.0%                   | 100.0%     | 100.0%      | 100.0%    | 100.0%                  | 100.0%  | 100.0% | 100.0%   | 100.0%      |

|  |                        |                           |                |           |                         |          |                                  |                               |            |            |                            |            |            |             |
|--|------------------------|---------------------------|----------------|-----------|-------------------------|----------|----------------------------------|-------------------------------|------------|------------|----------------------------|------------|------------|-------------|
| PRIORITY 1 BY<br>CENTRAL/URBAN                   |                        |                           |                |           |                         |          |                                  |                               |            |            |                            |            |            |             |
|  | Berechurch             | Castle                    | Greenstead     | Highwoods | Lexden and<br>Braiswick | Mile End | New Town<br>and Christ<br>Church | Old Heath<br>and The<br>Hythe | Prettygate | Shrub End  | St Anne's and<br>St John's | Stanway    | Wivenhoe   | Grand Total |
| CREATING SAFE, HEALTHY<br>AND ACTIVE COMMUNITIES | 34.6%                  | 30.4%                     | 40.5%          | 39.6%     | 31.9%                   | 37.1%    | 32.3%                            | 26.9%                         | 41.3<br>%  | 37.3<br>%  | 47.<br>2%                  | 38.<br>4%  | 36.<br>2%  | 35.<br>6%   |
| THE CLIMATE CHALLENGE                            | 11.5%                  | 25.0%                     | 13.5%          | 24.5%     | 25.0%                   | 25.7%    | 26.0%                            | 19.2%                         | 19.6<br>%  | 25.4<br>%  | 16.<br>7%                  | 20.<br>9%  | 27.<br>7%  | 22.<br>4%   |
| CELEBRATING OUR HERITAGE<br>AND CULTURE          | 11.5%                  | 8.7%                      | 8.1%           | 7.5%      | 6.9%                    | 11.4%    | 9.4%                             | 5.8%                          | 10.9<br>%  | 8.5%       | 8.3<br>%                   | 11.<br>6%  | 12.<br>8%  | 9.4<br>%    |
| DELIVERING HOMES FOR<br>PEOPLE WHO NEED THEM     | 15.4%                  | 19.6%                     | 21.6%          | 15.1%     | 13.9%                   | 4.3%     | 17.7%                            | 23.1%                         | 8.7%       | 13.6<br>%  | 13.<br>9%                  | 11.<br>6%  | 10.<br>6%  | 14.<br>5%   |
| GROWING A FAIR ECONOMY<br>SO EVERYONE BENEFITS   | 26.9%                  | 16.3%                     | 16.2%          | 13.2%     | 22.2%                   | 21.4%    | 14.6%                            | 25.0%                         | 19.6<br>%  | 15.3<br>%  | 13.<br>9%                  | 17.<br>4%  | 12.<br>8%  | 18.<br>0%   |
| GRAND TOTAL                                      | 100.0%                 | 100.0%                    | 100.0%         | 100.0%    | 100.0%                  | 100.0%   | 100.0%                           | 100.0%                        | 100.<br>0% | 100.<br>0% | 100<br>.0%                 | 100<br>.0% | 100<br>.0% | 100<br>.0%  |
| PRIORITY 1 BY<br>RURAL/OUTSKIRTS                 |                        |                           |                |           |                         |          |                                  |                               |            |            |                            |            |            |             |
|  | Marks Tey<br>and Layer | Mersea<br>and<br>Pyefleet | Rural<br>North | Tiptree   | Grand<br>Total          |          |                                  |                               |            |            |                            |            |            |             |
| CELEBRATING OUR HERITAGE<br>AND CULTURE          | 11.1%                  | 11.8%                     | 14.8%          | 2.4%      | 9.3%                    |          |                                  |                               |            |            |                            |            |            |             |
| CREATING SAFE, HEALTHY<br>AND ACTIVE COMMUNITIES | 40.7%                  | 26.5%                     | 22.2%          | 48.8%     | 35.7%                   |          |                                  |                               |            |            |                            |            |            |             |
| DELIVERING HOMES FOR<br>PEOPLE WHO NEED THEM     | 7.4%                   | 14.7%                     | 11.1%          | 9.8%      | 10.9%                   |          |                                  |                               |            |            |                            |            |            |             |
| GROWING A FAIR ECONOMY<br>SO EVERYONE BENEFITS   | 11.1%                  | 11.8%                     | 22.2%          | 12.2%     | 14.0%                   |          |                                  |                               |            |            |                            |            |            |             |
| THE CLIMATE CHALLENGE                            | 29.6%                  | 35.3%                     | 29.6%          | 26.8%     | 30.2%                   |          |                                  |                               |            |            |                            |            |            |             |
| GRAND TOTAL                                      | 100.0%                 | 100.0%                    | 100.0%         | 100.0%    | 100.0%                  |          |                                  |                               |            |            |                            |            |            |             |



| PRIORITY 2 BY<br>CENTRAL/URBAN                   |                        |                        |             |           |                         |          |                                  |                               |            |            |                            |            |            |             |
|--|------------------------|------------------------|-------------|-----------|-------------------------|----------|----------------------------------|-------------------------------|------------|------------|----------------------------|------------|------------|-------------|
|  | Berechurch             | Castle                 | Greenstead  | Highwoods | Lexden and<br>Braiswick | Mile End | New Town<br>and Christ<br>Church | Old Heath<br>and The<br>Hythe | Prettygate | Shrub End  | St Anne's and<br>St John's | Stanway    | Wivenhoe   | Grand Total |
| CELEBRATING OUR HERITAGE<br>AND CULTURE          | 11.5%                  | 21.7%                  | 2.7%        | 7.5%      | 16.7%                   | 10.0%    | 21.9%                            | 13.5%                         | 15.2<br>%  | 22.0<br>%  | 11.<br>1%                  | 8.1<br>%   | 4.3<br>%   | 13.<br>9%   |
| CREATING SAFE, HEALTHY<br>AND ACTIVE COMMUNITIES | 28.8%                  | 29.3%                  | 35.1%       | 24.5%     | 29.2%                   | 34.3%    | 29.2%                            | 28.8%                         | 17.4<br>%  | 30.5<br>%  | 36.<br>1%                  | 32.<br>6%  | 27.<br>7%  | 29.<br>6%   |
| DELIVERING HOMES FOR<br>PEOPLE WHO NEED THEM     | 17.3%                  | 16.3%                  | 29.7%       | 20.8%     | 11.1%                   | 12.9%    | 14.6%                            | 19.2%                         | 23.9<br>%  | 15.3<br>%  | 16.<br>7%                  | 20.<br>9%  | 17.<br>0%  | 17.<br>4%   |
| GROWING A FAIR ECONOMY<br>SO EVERYONE BENEFITS   | 28.8%                  | 20.7%                  | 27.0%       | 26.4%     | 30.6%                   | 18.6%    | 14.6%                            | 23.1%                         | 30.4<br>%  | 16.9<br>%  | 19.<br>4%                  | 25.<br>6%  | 34.<br>0%  | 23.<br>6%   |
| THE CLIMATE CHALLENGE                            | 13.5%                  | 12.0%                  | 5.4%        | 20.8%     | 12.5%                   | 24.3%    | 19.8%                            | 15.4%                         | 13.0<br>%  | 15.3<br>%  | 16.<br>7%                  | 12.<br>8%  | 17.<br>0%  | 15.<br>5%   |
| GRAND TOTAL                                      | 100.0%                 | 100.0%                 | 100.0%      | 100.0%    | 100.0%                  | 100.0%   | 100.0%                           | 100.0%                        | 100.<br>0% | 100.<br>0% | 100<br>.0%                 | 100<br>.0% | 100<br>.0% | 100<br>.0%  |
| PRIORITY 2 BY<br>RURAL/OUTSKIRTS                 |                        |                        |             |           |                         |          |                                  |                               |            |            |                            |            |            |             |
|  | Marks Tey<br>and Layer | Mersea and<br>Pyefleet | Rural North | Tiptree   | Grand Total             |          |                                  |                               |            |            |                            |            |            |             |
| CREATING SAFE, HEALTHY<br>AND ACTIVE COMMUNITIES | 25.9%                  | 32.4%                  | 37.0%       | 22.0%     | 28.7%                   |          |                                  |                               |            |            |                            |            |            |             |
| THE CLIMATE CHALLENGE                            | 40.7%                  | 14.7%                  | 14.8%       | 17.1%     | 20.9%                   |          |                                  |                               |            |            |                            |            |            |             |
| GROWING A FAIR ECONOMY<br>SO EVERYONE BENEFITS   | 7.4%                   | 32.4%                  | 37.0%       | 26.8%     | 26.4%                   |          |                                  |                               |            |            |                            |            |            |             |
| DELIVERING HOMES FOR<br>PEOPLE WHO NEED THEM     | 7.4%                   | 17.6%                  | 7.4%        | 26.8%     | 16.3%                   |          |                                  |                               |            |            |                            |            |            |             |
| CELEBRATING OUR HERITAGE<br>AND CULTURE          | 18.5%                  | 2.9%                   | 3.7%        | 7.3%      | 7.8%                    |          |                                  |                               |            |            |                            |            |            |             |
| GRAND TOTAL                                      | 100.0%                 | 100.0%                 | 100.0%      | 100.0%    | 100.0%                  |          |                                  |                               |            |            |                            |            |            |             |

## Appendix 5 – Budget spend

### Budget spend ranked 1 or 2

| <b>Age</b>                | 18-24  | 25-34 | 35-44        | 45-54             | 55-64 | 65+ | Prefer Not to Say | Grand Total |
|---------------------------|--------|-------|--------------|-------------------|-------|-----|-------------------|-------------|
| ARTS AND TOURISM          | 7%     | 9%    | 5%           | 6%                | 10%   | 9%  | 16%               | 8%          |
| BUILDING MAINTENANCE      | 30%    | 24%   | 26%          | 27%               | 33%   | 37% | 12%               | 28%         |
| COMMUNITY INITIATIVES     | 11%    | 15%   | 13%          | 16%               | 12%   | 10% | 2%                | 13%         |
| CORPORATE FUNCTIONS       | 0%     | 1%    | 0%           | 1%                | 2%    | 1%  | 0%                | 1%          |
| ENVIRONMENT               | 78%    | 83%   | 87%          | 88%               | 88%   | 92% | 43%               | 85%         |
| MUSEUMS                   | 11%    | 10%   | 6%           | 8%                | 8%    | 8%  | 8%                | 8%          |
| PARKS AND OPEN SPACES     | 30%    | 47%   | 48%          | 38%               | 41%   | 35% | 69%               | 43%         |
| SPORT AND LEISURE         | 15%    | 4%    | 6%           | 9%                | 3%    | 2%  | 8%                | 6%          |
| SPORTS AND PLAYING FIELDS | 19%    | 6%    | 7%           | 6%                | 4%    | 6%  | 41%               | 8%          |
|                           |        |       |              |                   |       |     |                   |             |
| <b>Gender</b>             | Female | Male  | Other Gender | Prefer Not To Say |       |     |                   |             |
| ARTS AND TOURISM          | 7%     | 10%   | 0%           | 14%               |       |     |                   |             |
| BUILDING MAINTENANCE      | 29%    | 32%   | 0%           | 7%                |       |     |                   |             |
| COMMUNITY INITIATIVES     | 15%    | 8%    | 50%          | 9%                |       |     |                   |             |
| CORPORATE FUNCTIONS       | 1%     | 1%    | 0%           | 0%                |       |     |                   |             |
| ENVIRONMENT               | 88%    | 87%   | 75%          | 47%               |       |     |                   |             |
| MUSEUMS                   | 7%     | 10%   | 25%          | 7%                |       |     |                   |             |
| PARKS AND OPEN SPACES     | 44%    | 36%   | 50%          | 75%               |       |     |                   |             |
| SPORT AND LEISURE         | 4%     | 7%    | 0%           | 5%                |       |     |                   |             |

|                                 |                              |                                     |         |                |                          |                      |       |             |
|---------------------------------|------------------------------|-------------------------------------|---------|----------------|--------------------------|----------------------|-------|-------------|
| SPORTS AND<br>PLAYING<br>FIELDS | 5%                           | 9%                                  | 0%      | 35%            |                          |                      |       |             |
|                                 | 200%                         | 200%                                | 200%    | 200%           |                          |                      |       |             |
| <b>Ethnicity</b>                | Asian<br>or Asian<br>British | Black<br>or<br>Black<br>Britis<br>h | Chinese | Mixed          | Other<br>Enthic<br>Group | Prefer Not<br>To Say | White | Grand Total |
| ARTS AND<br>TOURISM             | 14%                          | 20%                                 | 0%      | 7%             | 20%                      | 11%                  | 7%    | 8%          |
| BUILDING<br>MAINTENANC<br>E     | 36%                          | 60%                                 | 50%     | 20%            | 0%                       | 13%                  | 30%   | 29<br>%     |
| COMMUNITY<br>INITIATIVES        | 7%                           | 0%                                  | 0%      | 40%            | 20%                      | 10%                  | 13%   | 13<br>%     |
| CORPORATE<br>FUNCTIONS          | 0%                           | 20%                                 | 0%      | 0%             | 0%                       | 0%                   | 1%    | 1%          |
| ENVIRONMEN<br>T                 | 79%                          | 100%                                | 75%     | 87%            | 100%                     | 62%                  | 88%   | 86<br>%     |
| MUSEUMS                         | 0%                           | 0%                                  | 25%     | 0%             | 0%                       | 12%                  | 8%    | 8%          |
| PARKS AND<br>OPEN SPACES        | 36%                          | 0%                                  | 50%     | 33%            | 20%                      | 62%                  | 41%   | 43<br>%     |
| SPORT AND<br>LEISURE            | 7%                           | 0%                                  | 0%      | 7%             | 20%                      | 6%                   | 5%    | 5%          |
| SPORTS AND<br>PLAYING<br>FIELDS | 21%                          | 0%                                  | 0%      | 7%             | 20%                      | 24%                  | 6%    | 8%          |
| <b>Disability</b>               | No                           | Prefe<br>r Not<br>To<br>Say         | Yes     | Grand<br>Total |                          |                      |       |             |
| ARTS AND<br>TOURISM             | 8%                           | 15%                                 | 8%      | 8%             |                          |                      |       |             |
| BUILDING<br>MAINTENANC<br>E     | 29%                          | 27%                                 | 32%     | 29%            |                          |                      |       |             |
| COMMUNITY<br>INITIATIVES        | 11%                          | 5%                                  | 23%     | 12%            |                          |                      |       |             |
| CORPORATE<br>FUNCTIONS          | 1%                           | 0%                                  | 0%      | 1%             |                          |                      |       |             |
| ENVIRONMEN<br>T                 | 87%                          | 64%                                 | 88%     | 86%            |                          |                      |       |             |
| MUSEUMS                         | 7%                           | 9%                                  | 11%     | 8%             |                          |                      |       |             |

|                           |            |        |            |           |                      |                     |                     |          |                            |                         |            |             |           |                         |         |         |          |
|---------------------------|------------|--------|------------|-----------|----------------------|---------------------|---------------------|----------|----------------------------|-------------------------|------------|-------------|-----------|-------------------------|---------|---------|----------|
| PARKS AND OPEN SPACES     | 43%        | 55%    | 38%        | 43%       |                      |                     |                     |          |                            |                         |            |             |           |                         |         |         |          |
| SPORT AND LEISURE         | 6%         | 2%     | 2%         | 5%        |                      |                     |                     |          |                            |                         |            |             |           |                         |         |         |          |
| SPORTS AND PLAYING FIELDS | 8%         | 24%    | 0%         | 8%        |                      |                     |                     |          |                            |                         |            |             |           |                         |         |         |          |
| <b>Ward</b>               | Berechurch | Castle | Greenstead | Highwoods | Lexden and Braiswick | Marks Tey and Layer | Mersea and Pyefleet | Mile End | New Town and Christ Church | Old Heath and The Hythe | Prettygate | Rural North | Shrub End | St Anne's and St John's | Stanway | Tiptree | Wivenhoe |
| ARTS AND TOURISM          | 6%         | 15%    | 5%         | 2%        | 9%                   | 7%                  | 9%                  | 4%       | 9%                         | 11%                     | 15%        | 4%          | 7%        | 3%                      | 5%      | 2%      | 11%      |
| BUILDING MAINTENANCE      | 39%        | 29%    | 41%        | 31%       | 26%                  | 25%                 | 34%                 | 36%      | 32%                        | 29%                     | 17%        | 33%         | 20%       | 27%                     | 32%     | 32%     | 18%      |
| COMMUNITY INITIATIVES     | 4%         | 6%     | 14%        | 7%        | 22%                  | 14%                 | 14%                 | 16%      | 12%                        | 18%                     | 17%        | 19%         | 10%       | 11%                     | 9%      | 17%     | 18%      |
| CORPORATE FUNCTIONS       | 0%         | 1%     | 0%         | 0%        | 0%                   | 0%                  | 3%                  | 0%       | 1%                         | 4%                      | 0%         | 0%          | 0%        | 0%                      | 1%      | 2%      | 2%       |
| ENVIRONMENT               | 85%        | 88%    | 86%        | 95%       | 86%                  | 82%                 | 83%                 | 88%      | 89%                        | 77%                     | 85%        | 89%         | 88%       | 89%                     | 88%     | 98%     | 84%      |
| MUSEUMS                   | 7%         | 14%    | 11%        | 9%        | 6%                   | 11%                 | 6%                  | 8%       | 6%                         | 9%                      | 4%         | 15%         | 12%       | 19%                     | 1%      | 2%      | 7%       |
| PARKS AND OPEN SPACES     | 43%        | 41%    | 24%        | 53%       | 41%                  | 39%                 | 31%                 | 37%      | 42%                        | 43%                     | 47%        | 30%         | 47%       | 49%                     | 50%     | 34%     | 47%      |
| SPORT AND LEISURE         | 7%         | 1%     | 8%         | 0%        | 4%                   | 7%                  | 9%                  | 7%       | 5%                         | 5%                      | 9%         | 4%          | 8%        | 3%                      | 5%      | 10%     | 7%       |
| SPORTS AND PLAYING FIELDS | 9%         | 4%     | 11%        | 4%        | 7%                   | 14%                 | 11%                 | 4%       | 4%                         | 5%                      | 6%         | 7%          | 7%        | 0%                      | 10%     | 2%      | 7%       |

**8 March 2023**

|                       |   |               |                       |
|-----------------------|---|---------------|-----------------------|
| <b>Report of</b>      | <b>Deputy Chief Executive</b>                               | <b>Author</b> | <b>Lindsay Barker</b> |
| <b>Title</b>          | <b>Devolution and Proposals for North Essex Authorities</b> |               |                       |
| <b>Wards affected</b> | All Wards   |               |                       |

## **1. Executive Summary**

- 1.1 This report sets out the latest position in relation to the devolution discussions that leaders have been having in Greater Essex on preparing for a possible devolution bid to government.
- 1.2 It recommends proposals for North Essex Authorities (NEA) to work more closely together following the approach as set out in the draft Memorandum of Understanding.

## **2. Recommended Decision**

- 2.1 Cabinet is not being requested to take a final position or decision on devolution.
- 2.2 Cabinet is requested to note this report.
- 2.3 Cabinet is requested to agree to progress the current work taking place to the next stage.
- 2.4 To progress the work to the next stage, Cabinet is asked to agree:

A. That the Chief Executives be commissioned to draft an ambitious devolution pitch to Government – this should rule out a Level 1 devolution deal but explore the options and benefits around a Level 2 and Level 3 devolution deal, noting that the most extensive powers and new investment are only available at Level 3 as set out in appendix A, p17/25.

B. That leaders meet to review the pitch document and agree the level of deal to pursue.

C. That at that meeting, leaders confirm the timing for submitting our proposals to open dialogue with Government.

D. That the high level approach to engagement set out on pages 13/21-14/22 is correct.

E. That a standard factual briefing should be issued to MPs following this discussion, following up the briefing issued earlier in the year.

F. That a letter to the DLUHC SoS should be sent following this meeting from Cllr Neil Stock, leader of Tendring District Council, and upper tier leaders (on behalf of all leaders), setting out the basis of the Greater Essex leaders' collaboration, the work done to date, and next steps.

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

- 3.1 In England, devolution is the transfer of powers and funding from national to Local government.
- 3.2 It is important because it would ensure that decisions would be made closer to the local people, communities and businesses they affect.
- 3.3 A key purpose of devolution is economic growth, jobs growth and skills development.
- 3.4 It would also enable efficient use of increasingly scarce resources across local authorities in Essex.
- 3.5 Devolution investment would also enable Colchester and its partners to compete effectively with devolution arrangements elsewhere in the UK.

### **4. Alternative Options**

- 4.1 There are no alternative options.

### **5. Background Information**

- 5.1 On the 11 May 2022 the Levelling Up and Regeneration Bill had its first reading in Parliament. The Bill provides the legislation necessary for some of the ambitions set out in the Levelling Up White Paper.
- 5.2 A core element of the White Paper and Bill is the creation of a framework to support the greater devolution of powers from central government – supporting the commitment that ‘by 2030, every part of England that wants one will have a devolution deal with powers at or approaching the highest level of devolution and a simplified, long-term funding settlement’.
- 5.3 In June 2022 Essex Leaders and Chief Executives Group (ELCE) agreed an approach to exploring the potential for a devolution deal within the terms set out in the Devolution and Levelling Up White Paper.
- 5.4 It was agreed to establish three Greater Essex devolution working groups to consider options and opportunities offered by the new framework and, based on the principle that ‘form follows function’ to consider what “the size of the prize” could be in terms of improving outcomes for our residents ahead of any discussion on governance.
- 5.5 Workstreams have been led by the Leaders of Essex, Southend and Thurrock Councils and supported by CEOs from other authorities. Leaders and CEOs from across Greater Essex have participated in the workstream meetings. The workstreams have met twice.
- 5.6 The leader of Tendring District Council has led on the approach to communication and engagement throughout this process.

## 5.7 Principles for a Devolution Deal

Any devolution deal will need to comply with the four principles that the government set out in the White Paper. They are:

- i. *Effective Leadership* – powers will be devolved to areas that have ‘the necessary structures and leadership for clear, strong local decision-making’ (White Paper p.137). In practice this means some form of Combined County Authority and, for the highest levels of devolution deal (Level 3), a directly elected mayor.
- ii. *Appropriate geography* – devolution deals should be based on geographies that cover functional economic areas; are ‘locally recognisable’ in terms of identity, place and community; and cover at least a whole county council area. Scale is also an important factor and new deals will need to support a population of at least 500,000.
- iii. *Flexibility* – the framework set out in the White Paper is not supposed to be prescriptive. The government expects deals to be tailored to the needs of local areas and to be built on and extended over time.
- iv. *Appropriate accountability* – local leaders and institutions must be transparent and accountable; work closely with local businesses; seek the best value for taxpayers’ money; and maintain strong ethical standards.

These themes, and what they could mean to the group of North Essex Councils, have been set out in appendix A: Greater Essex Devolution: Report to Essex Leaders and Chief Executives.

There are three levels of devolution possible with benefits rising incrementally at each level.

## 5.8 Memorandum of Understanding (MoU)

Leaders of the nine local authorities covering North Essex (Tendring, Colchester, Braintree, Maldon, Chelmsford, Uttlesford, Harlow, Epping Forest and Essex County Council) have met to discuss ways in which we might work closer together in the future.

A draft MoU from these local authorities, collectively the Association of North Essex Local Authorities (NEA) has been drawn up and a copy is attached to this report (appendix B).

The MoU has been unanimously agreed by the Chief Executives of the nine North Essex Councils.

## 6. Equality, Diversity and Human Rights implications

- 6.1 Devolution is not Local Government reform. District, Borough and City Councils’ sovereignty is retained in any model.
- 6.2 Any devolution deal must bring additional funding and powers into the Greater Essex system for the benefit of residents and businesses.
- 6.2 An Equality Impact Assessment will be prepared before a deal is agreed if one is reached..

## **7. Standard References**

- 7.1 There are no particular references to the Strategic Plan; publicity considerations or community safety implications.

## **8. Consultation**

- 8.1 An outline approach to engagement and consultation is set out in in appendix A: Greater Essex Devolution: Report to Essex Leaders and Chief Executives, p13/21.
- 8.2 A draft devolution deal will be negotiated, will be taken to all nine Councils for agreement in principle and that draft will precipitate public consultation which is anticipated to take place between November 2023 and February 2024.
- 8.3 The results of the public consultation will be submitted to the Secretary of State and constituent Councils will need to consider the deal in the light of the consultation responses and take a decision as to whether to proceed.

## **9. Publicity Considerations**

- 9.1 There are no publicity considerations at this stage.

## **10. Financial implications**

- 10.1 A devolution deal will unlock new monies for Greater Essex as well as provide the opportunity to influence spending within Greater Essex more directly.
- 10.2 The main source of additional funding will be the gainshare deal which is only available at the Level 3 devolution option.
- 10.3 The gainshare range that has been negotiated into deals to date would see the Greater Essex window as being between £0.6 - £1.9bn.

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

- 11.1 Because of their work on the wider determinants of health, the Chairs/CEOs of the Integrated Health Partnerships have been engaged to explore ways in which a devolution deal could deliver better long-term health outcomes for residents.

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

- 12.1 There are no health and safety implications.

## **13. Risk Management Implications**

- 13.1 There are no risk management implications at this stage.

## **14. Environmental and Sustainability Implications**

- 14.1 There are no environmental and sustainability implications at this stage.



## **Appendices**

Appendix A Greater Essex Devolution: Report to Essex Leaders and Chief Executives.

Appendix B Association of North Essex Local Authorities Memorandum of Understanding.



# ESSEX LEADERS & CHIEF EXECUTIVES

## Agenda Item 8

|                        |                                    |
|------------------------|------------------------------------|
| <b>Report Title</b>    | Devolution                         |
| <b>Report Meeting</b>  | Essex Leaders and Chief Executives |
| <b>Report Author</b>   | Essex, Southend, Thurrock          |
| <b>Date of meeting</b> | 8 December 2022                    |

### 1. Purpose and Recommendations

1.1 The attached report sets out the latest position on the devolution discussions in Greater Essex.

1.2 Leaders are asked to note the report.

1.3 Leaders are asked to note that they are not being asked for a final or definitive position on devolution, but for agreement to progress the current work to the next stage.

1.4 To progress the work to the next stage, Leaders are asked to agree:

- A. That the Chief Execs be commissioned to draft an ambitious devolution pitch to government – this should rule out a Level 1 devolution deal but explore the options and benefits around a Level 2 and Level 3 devolution deal, noting that the most extensive powers and new investment are only available at Level 3.  
(Annex A, p 17 sets out the government's framework for the different devolution deal levels).
- B. That leaders meet in January 2023 to review the pitch document and agree the level of deal to pursue.
- C. That at the January meeting, leaders confirm the timing for submitting our proposals to open dialogue with government.
- D. That the high level approach to engagement set out on pages 13-14 is correct.
- E. That a standard factual briefing should be issued to MPs following this discussion, following up the briefing issued earlier in the year.
- F. That a letter to the DLUHC SoS should be sent following this meeting from Cllr Stock and upper tier leaders (on behalf of all leaders), setting out the basis of the GE leaders' collaboration, the work done to date, and next steps.

# ESSEX LEADERS & CHIEF EXECUTIVES

## **Greater Essex Devolution: Report to ELCE**

### **Executive Summary**

This paper sets out the latest position in relation to the devolution discussions that leaders have been having in Greater Essex.

### **Background and Context**

The paper notes the work commissioned by Leaders and Chief Execs in June to establish what a devolution deal might mean for the residents of Greater Essex. Three workstreams have met twice in the second half of the year to work through our collective and shared ambitions for devolution and to explore the potential dividend of any deal for our residents.

### **The policy Framework**

The paper notes that since the work was commissioned the financial and economic outlook has deteriorated, making the status quo position of many authorities challenging. And the government has accelerated the progress of four new devolution deals in Suffolk, Norfolk, Cornwall and the North East (the latter are enhancements of existing deals) – meaning that more than half the country will shortly be living under devolved arrangements.

The paper sets out the strategic case for devolution – based on economic, financial, democratic, efficiency and competition dimensions. The workshops explored the core components of the devolution framework, including:

- At level 2, taking charge of the strategic relationship with business through responsibility for LEP functions.
- At level 2, defining and planning UKSPF spending to link more closely to local need
- At Level 3 all of the Level 2 powers and in addition the powers set out below.
- At Level 3, a gainshare or investment fund, worth in the region of £1bn of new money over 30 years in GE.
- At level 3, the ability to link skills funding, including DWP monies, to the needs of the Greater Essex economy.
- At level 3, the consolidation of transport funding into a multi-year settlement (the most recent trailblazing deals are working towards single departmental-style multi-year funding settlements across a broad range of economic and growth funding streams).
- At level 3, brownfield housing funding to support our sustainable growth ambitions.
- At level 3, the integration of the Police and Fire Commissioner into the Combined County Authority to ensure greater linkage between economic and community safety outcomes

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- At level 3, the power to raise additional income: through supplements on business rates, where businesses vote for it; precepting; and other revenue raising powers.

The workshops noted that there is no meaningful devolution offer at Level 1 but did debate areas outside of the published framework that leaders would wish to explore as part of any devolution discussions with government. The general consensus was that we should be ambitious for this work, recognising that the greatest devolution dividends – including the gainshare funding are only available as part of a Level 3 deal.

### **Money**

On money, there are four elements. First, there is new money as part of a devo deal. The paper includes a table of the gainshare/investment fund amounts agreed as part of previous deals. £1bn over 30 years is a reasonable central estimate of the level of new monies that might be available as part of the deal. Second, there is the money that already exists in Greater Essex but which in a set of devolved arrangements we can anticipate exercising much greater direct influence over. A conservative estimate would put that in the region of £70m/year. Third, there will be capacity funding to pay for the costs of creating any new combined authority structures. Finally, there will be a host of less tangible financial benefits that we may seek to negotiate into the deal from specific place-based schemes to influencing policy on tax and borrowing.

### **Geography and Governance**

The sections in the paper on geography and governance respond to the steer from leaders that 'form follows function' and that we need to build on the structures that are already in place across GE – particularly the existing structures for collaboration in the south of the county and the emerging structures for collaboration in the north. There is a strong commitment to the principle of subsidiarity and a desire to enhance not submerge local identities through this process. The paper does not set out a governance model for GE – our expectation is that we will need to develop that as part of the dialogue with government based on the content of the deal - it does set out some of the critical dimensions of any future governance model that we will need to consider, including the potential integration of the LEP and the PFCC.

### **Engagement with Partners**

It is important that we are engaging effectively with partners. The paper sets out how we are doing that and proposes a number of steps to enhance engagement and suggests that following this meeting we send a standard briefing to MPs.

### **Timeline, Process, Next Steps**

The paper sets out an indicative timeline for the deal which, on the basis of opening up dialogue with government in March 2023, would see the creation of new combined authority structures in Q1 2025. If leaders choose to open dialogue after the local elections then the same timeline applies but shifts 3-4 months.

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## **Background and Context**

On the 11th May 2022 the Levelling Up and Regeneration Bill had its first reading in Parliament. The Bill provides the legislation necessary for some of the ambitions set out in the Levelling Up White Paper.

A core element of the WP and Bill is the creation of a framework to support the greater devolution of powers from central government – supporting the commitment that ‘by 2030, every part of England that wants one will have a devolution deal with powers at or approaching the highest level of devolution and a simplified, long-term funding settlement’.

In June Essex Leaders and Chief Executives Group (ELCE) agreed an approach to exploring the potential for a devolution deal within the terms set out in the Devolution and Levelling Up White Paper.

It was agreed to establish three Greater Essex devolution working groups to consider options and opportunities offered by the new framework and, based on the principle that ‘form follows function’ to consider what “the size of the prize” could be in terms of improving outcomes for our residents ahead of any discussion on governance.

Workstreams have been led by the Leaders of Essex, Southend and Thurrock Councils and supported by CEOs from other authorities. Leaders and CEOs from across Greater Essex have participated in the workstream meetings. The workstreams have met twice. The leader of Tendring District Council has led on the approach to communication and engagement throughout this process.

## **Principles for a Devolution Deal**

Any devolution deal will need to comply with the four principles that the government set out in the White Paper. They are:

- i. Effective Leadership – powers will be devolved to areas that have ‘the necessary structures and leadership for clear, strong local decision-making’ (WP, p.137). In practice this means some form of Combined County Authority and, for the highest levels of devolution deal (Level 3), a directly elected mayor.
- ii. Appropriate geography – devolution deals should be based on geographies that cover functional economic areas; are ‘locally recognisable’ in terms of identity, place and community; and cover *at least* a whole county council area. Scale is also an important factor and new deals will need to support a population of at least 500,000.
- iii. Flexibility – the framework set out in the WP is not supposed to be prescriptive. The government expects deals to be tailored to the needs of local areas and to be built on and extended over time.
- iv. Appropriate accountability – local leaders and institutions must be transparent and accountable; work closely with local businesses; seek the best value for taxpayers’ money; and maintain strong ethical standards.

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Mechanisms to strengthen local accountability will be developed through the broader local government accountability framework.

## **The Policy Framework**

### **Context within which we are developing the Deal**

Since discussions on a potential devolution deal started, the context within which we are working has changed. The macro-economic environment has deteriorated as a result of global energy and food supply shocks. Rising prices have pushed up the interest rates set by inflation-targeting central banks to their highest levels since the 2008 financial crisis; CPI inflation is at a 40-year high; rising prices are set to erode real wages and reduce living standards by 7% over the next two financial years; and unemployment is forecast to rise by more than 500,000 by the end of 2024.<sup>1</sup>

The government's response to this has been to increase taxes, mainly through the holding down of tax thresholds; and to slow down public spending after the end of the current spending review period – so from April 2025. Capital spending is held flat in cash terms – raising £14.1bn by 2027-8 against previous projections; revenue spending rises 1% in real terms - saving £22.2bn by 2027-8 against previous projections.<sup>2</sup>

Local authorities are on the front line of this fiscal tightening and cost of living crisis – both in terms of their own budgets and in relation to the needs of the communities they support – increasing demand, reducing budgets, inflation in contracts, and increased borrowing costs have all led to a significant worsening of the financial outlook for councils across the country.

Against this challenging economic background there has also been some mobility in the policy context with a change of Prime Minister since leaders started to discuss this work. However, the Autumn Statement saw the government double down on its commitment to devolution as a key policy objective:

“The government remains committed to giving more local areas greater power to drive local growth and tackle local challenges. This includes delivering the commitment to agree devolution deals with all areas in England that want one by 2030. Building on other devolution deals agreed this year, the government has agreed a further mayoral devolution deal with Suffolk County Council and is in advanced discussions on mayoral devolution deals with local authorities in Cornwall, Norfolk, and the North East of England. Taken together, these deals will increase the proportion of people living under a directly elected mayor with devolved powers in England to over 50%”  
Autumn Statement, p. 33, 17 November 2022

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<sup>1</sup> This description and estimates are taken from the OBR Economic and Fiscal Outlook, published 17/11/22.

<sup>2</sup> These are OBR figures, p.38.

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## Case for Devolution

Leaders took the view at the outset of this process that form should follow function; and that they would be led by the evidence and focus on the benefits that a devolution deal would bring to their residents based on the powers and responsibilities that are available within the framework.

The detail of the framework and what we might seek to derive from it is set out in the next section. In this section we set out the high level case for change for a devolution deal.

**Economic Case – GE will have a stronger economy with a devolution deal.**

A devolution deal will enable better join up and more coherence across economic functions. It is a challenge for local places that funding streams from government are narrowly focused and poorly aligned, both with each other, and with local needs and priorities. In the most recent Autumn Statement, the government commits to exploring with the devolution trailblazers – GM and West Midlands, single departmental-style settlements at the next spending review – this will give local areas more flexibility and control over key economic growth funds, moving away from competitive bidding processes. Even without a single settlement, devolution deals fundamentally are based on taking charge of budgets that are currently administered nationally and subject to national criteria and prioritisation – focusing money, and shaping priorities, based on local economic needs should drive stronger economic outcomes.

**Financial case – GE will be better off to the tune of £1bn with a devolution deal.**

There is new money on the table for a devolution deal – all devolution deals have secured a gainshare/investment fund which is a recognition from the Treasury that a devolved economic system will secure higher levels of growth and that the Treasury should share the proceeds of that growth with local places. Our starting point for the negotiation of new gainshare money would be equivalent to what has been secured to date which would create a range of £1.9bn (West of England at £33/capita) to £0.6bn (GM at £10.60/capita).

**Democratic case – Decisions affecting GE should be taken in GE.**

Responsibility for the success of Greater Essex should be held as much as possible within the boundaries of GE and local politicians should be held accountable to local voters and taxpayers. A devolution deal is predominantly about localising the powers and funding that are currently exercised and held at a national level so that they are responsive and tailored to the needs of local people and economies – the approach we take to devolution should respect and enhance local identities rather than subsume them.



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Efficiency case – We owe it to our residents to operate as efficiently as possible.

The financial climate demands that we maximise the efficiency of our local operating environment. A devolution deal will support more efficient ways of working across three dimensions. i. First, if the benefits of the trailblazer streamlining of funding streams is extended to other areas, it will remove the need to bid for short-term funds to tight deadlines and will provide the opportunity to think strategically about how we use a joined-up funding pot; ii. In coming together to agree the key focus of a devolution deal, leaders are naturally working collaboratively, building on the existing building blocks and alliances in the north and the south of the county; iii. A Combined County Authority may lead to the pooling of resources at a more strategic level where it makes sense to do so and where leaders are confident that they can maintain the appropriate democratic protections that leaders agree are important to them.

Competition case – We risk falling behind the rest of the country.

Within our immediate geographical environment, London, Cambridgeshire and shortly Suffolk and Norfolk may all have devolved arrangements in place. As more than 50% of the country by population will shortly benefit from a devolution deal, GE runs the risk of falling further and further behind the rest of the country. There is an increasing risk that what can be negotiated into a deal becomes less attractive if we are towards the back of the queue; more fundamentally our ability to address our local concerns through targeting skills or infrastructure funding or joining funding streams up in a more strategic way will be weaker than in other places, meaning that we may be less and less competitive in our ability to construct compelling strategic long-term propositions for investment – either to government or business.

### **Greater Essex's Strategic Narrative**

Devolution is about more than the sum of the component parts of what can be negotiated through a framework. At the workshop sessions leaders expressed the view that we should capture our ambitions for GE devolution through a clear narrative about why we are doing this. This paper does not set out that narrative which we will work towards for an Expression of Interest, but the components of the narrative will involve the below.

GE is a large economy – similar in scale to Northern Ireland's - with huge potential. We have a GVA of more than £40bn, and are home to 75,000 businesses, including some of the best known and most innovative companies in the world, employing more than 700,000 people.

We are also very diverse, with advanced manufacturing expertise in the south of the county, logistics hubs around our two freeports and airports; strategically located on the energy coast, with clean energy generation – through offshore wind, solar farms and a potential hydrogen hub; medtech and life sciences; and digital clusters in some of our main cities. We want to harness a devolution deal to help us build on our strengths, unlocking at least an additional 50,000 high quality new jobs and £5bn of added economic output to make GE once again one of the fastest growing economies in the UK.

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To achieve that and to punch our weight, we need a devolution deal to help us address the challenges we face. For example, we have 72,000 fewer people with NVQ 4+ qualifications than the national average as a proportion of our population. We need to build 200,000 new homes by 2040 and we want to do that in a way that is sustainable, creates thriving communities, and doesn't add stress to our existing transport infrastructure. And we currently have 183,000 people living in the most deprived 20% of neighbourhoods in the country.

We believe that devolution can help us address these challenges. Although we see a thriving economy as the best policy for ensuring broader social well-being, we also believe there is a strong public health component threading through our collaboration – as a consequence we want our devolution deal to engage with health partners and help us address the broader determinants of health that are important to enabling people and communities to secure their well-being and fulfil their potential.

### **Within the Devolution Framework**

The core devolution offer from government is set out within the White Paper. A core offer from government has been something that local government has asked for historically. It simplifies the negotiations and it means that we go into the discussions with a clear set of expectations over what is on the table.

#### *On skills, the environment and the economy*

Skills is an area where devolution could be a game changer for Greater Essex, enabling us to address long-standing issues with low skills and low productivity and make the transition to new fast-growing economic growth sectors. The skills devolution offer is very substantial and would give us control or much greater influence than we have now over a key economic lever. This includes control over the adult education budget (£28-84m a year); influence over the Local Skills Improvement Plan ensuring skills provision is matched to our local economy and the sectors where GE has the opportunity to see significant growth; and influence over DWP employment programmes.

On the economy, we can use the gainshare/investment fund of approximately £1bn, alongside the new powers on skills, transport, infrastructure and strategic planning to transform the Greater Essex economy and make it the fastest-growing in the UK outside London. Stronger strategic co-ordination would enable us to attract higher levels of inward investment (including FDI) through effective place promotion. Devolution would also enable us to absorb the LEP functions and therefore transform our strategic engagement with business - both businesses that are already here and new businesses we want to bring to Greater Essex. Government has cut funding to LEPs and Growth Hubs and GE councils need to move quickly to ensure, working with the business community, we determine a way forward that builds on the lessons learnt and Essex's experience of hosting SELEP and enhances our ability to provide economic leadership.

On the environment, we can use devolution to turbo-charge our drive to net zero; make serious inroads into the 400,000 homes in Greater Essex that need retrofitting;

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create 18,000 local green jobs by 2030; and save consumers money by developing smart, local energy systems.

### *On transport, housing and infrastructure*

Transport, particularly sustainable transport, is key to energising and enabling many of our objectives: boosting economic growth, tackling disadvantage and inequality, boosting public health and improving the environment. Devolution would enable Greater Essex to become a strategic transport authority, giving us the levers to create a more integrated, connected and sustainable transport network. Potential powers include bus ticketing and franchising, forming rail partnerships, multi-year transport funding and powers over the key route network.

On housing, we face the challenge of having to build many more new homes to meet the needs of an increasing population and to improve the affordability, quality and carbon/climate challenges of housing. Devolution will give us new powers to do this, including the ability to be a stronger partner with Homes England, to accelerate and unlock building on brownfield sites, to take forward strategic planning ensuring an infrastructure first approach (driven by local control of infrastructure funding and delivery) and to set up a mayoral development corporation to boost regeneration where it makes sense to do so.

On infrastructure, we can use the gainshare fund of approximately £1bn to significantly improve the county's infrastructure<sup>3</sup>, including the roll out of digital connectivity. In the modern economy, digital connectivity is not just a key driver of growth and productivity, it is also essential to promote access to services, education and to social connections. We want Greater Essex to have first class digital connectivity, not just in our urban areas but also in our rural areas so that all parts of GE can thrive. We will therefore seek devolution of a proportion of the Gigabit fund to enable us to contract directly with providers without needing approval signed off by BDUK.

### *On communities, community safety and public services*

Devolution offers the opportunity to bring together on a common Greater Essex footprint, and in a much more integrated way, action on the wider determinants of health (such as employment, skills and housing), public health and community safety. This could enable us to strengthen community resilience and reduce health inequalities that widened during the pandemic and are likely to widen further as a result of the cost of living crisis. It will also help us address entrenched deprivation which in some parts of our geography is a significant and growing issue. Work in Glasgow and Greater Manchester highlights the benefits of this public health approach to community safety. Other devolution deals have also offered combined authorities the opportunity to work more closely with government agencies in supporting people with complex needs. This is important as a relatively small number of individuals and families with complex needs drive significant demand and cost on the police, the criminal justice system, the benefits system, the health system

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<sup>3</sup> In 2017, the Greater Essex Infrastructure Framework calculated Greater Essex's infrastructure deficit at £4.4bn up to 2036.

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and social care. We have also identified the scope for devolution to support our drive for more effective and efficient public services through better use of data and through moving to more integrated service delivery models across authorities where appropriate.

### Outside the devolution framework

Most places negotiating devolution deals have also sought to identify some opportunities outside of the formal devolution powers. We have identified through the workshops a wide range of proposals where we could go further than the Government's framework. As part of the next phase of work, we need to identify our top priorities amongst these proposals, which we can include in the final bid to Government. Ideas to date have included: the devolution of powers to enable leadership of Local Area Energy and Heat planning, bringing systems thinking to the design of a net zero energy system that works for all; devolved capital funding to support the delivery of housing priorities in Greater Essex including new affordable homes, net zero ambitions and specialist housing; the ability to negotiate for Greater Essex to pilot new sustainable building standards that go beyond the bare minimum; and enhanced fiscal freedoms, including a share of increases in the growth of revenue from local air passenger duty or new tourism taxes.

### Money

A devolution deal will unlock new monies for Greater Essex as well as provide the opportunity to influence spend within GE more directly. The main source of additional funding will be the gainshare deal which is only available at Level 3. The gainshare range that has been negotiated into deals to date would see the GE window as being £1.9 – 0.6bn.

| Combined Authority       | Gainshare Deal (£m/yr) | Revenue to Capital Ratio | Population Estimate (m) | Gainshare per Capita (£) |
|--------------------------|------------------------|--------------------------|-------------------------|--------------------------|
| Greater Manchester       | 30                     | 67:33                    | 2.8                     | 10.7                     |
| West Midlands            | 36.5                   | 100:0                    | 2.9                     | 12.6                     |
| West Yorkshire           | 38                     | 75:25                    | 2.3                     | 16.5                     |
| East Midlands            | 38                     | 50:50                    | 2.2                     | 17.3                     |
| Greater Essex            | -                      | -                        | 1.9                     | -                        |
| Liverpool City Region    | 30                     | 25:75                    | 1.5                     | 20                       |
| South Yorkshire          | 30                     | 40:60                    | 1.4                     | 21.4                     |
| York and North Yorkshire | 18                     | 65:35                    | 0.8                     | 22                       |
| Tees Valley              | 15                     | 100:0                    | 0.7                     | 23.4                     |
| North of Tyne            | 20                     | 100:0                    | 0.8                     | 25                       |

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|                                 |    |       |     |      |
|---------------------------------|----|-------|-----|------|
| Cambridgeshire and Peterborough | 20 | 40:60 | 0.8 | 25   |
| West of England                 | 30 | 50:50 | 0.9 | 33.3 |

In addition to gainshare, some budgets will be devolved for decisions to be taken locally about how they are prioritised. These include:

- a. Adult Education Budget (level 2)
- b. UKSPF (Level 2)
- c. DWP Contracted Employment Programmes (Level 3)
- d. Brownfield funding (Level 3)
- e. Consolidation of core local transport funding into multi-year integrated settlement (Level 3)

It is difficult to determine exactly the value of those devolved budgets, and we will want to seek the devolution of additional funding streams linked to our local priorities, but a reasonable central estimate would be in the region of at least £70m/year (depending on the level of the deal).

As part of any deal discussions with government we will also seek to negotiate key local schemes that we believe will help us deliver enhanced local economic growth – most of the deals published to date have included local schemes outside of the published framework. The costs of administering the new approach should also be subject to capacity funding to the tune of £2-3m to cover both capacity funding for a Combined County Authority and support for the development of area-wide transport planning.

Finally there are four less tangible areas where we might also see additional funding as a dividend from the devolution deal: i. ‘privileged dialogue’ – the deals published to date demonstrate the government’s willingness to support local places to optimise their ability to shape and access centrally-held funding – for example for the £450m local electric vehicle infrastructure scheme (LEVI) – although obviously the further at the back of the queue we are the less value will be derived from ‘privileged dialogue’; ii. fiscal flexibility – we might want to argue for additional fiscal flexibilities as part of our deal – for example reference was made in the Thurrock workshop to seeking to top-slice some of the growth in air passenger duty at our airports or we might seek to negotiate borrowing for specified purposes at rates below the PWLB premium; iii. Greater certainty over funding sources so that we can plan more effectively for the future and link funding streams together more effectively to respond to local need iv. strategic co-ordination – fundamentally the creation of stronger strategic capacity at an area level should enhance our ability to compete for funding and inward investment nationally and internationally.

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## Geography

Given the government's criteria, a Combined County Authority is most likely to need to cover the whole of Greater Essex. However, because of the scale and diversity of Greater Essex, we want to ensure that devolution doesn't stop at the Greater Essex level but is driven downwards. In particular, we want devolution to empower the work we are doing through North and South Essex Councils to promote strategic planning, economic growth, skills, housing, transport and infrastructure in these areas. There are a number of ways in which this could be done, but given the geography of GE, we will want to explore the sub-regional dimensions of the powers and responsibilities that are agreed as part of the deal. The work on geographies needs to dovetail with the work on governance as they are inter-related. And we believe there is much to be learnt from other devolution deals – for example, the East Midlands deal includes the principle of subsidiarity.<sup>4</sup>

## Governance

The governance model will depend on which level of devolution deal Leaders in Greater Essex wish to secure. If Leaders wish to secure a Level 3 deal, our bid will need to spell out some key design elements for a Mayoral Combined County Authority. Key issues that will need to be determined include:

- Whether the Police, Fire and Crime Commissioner role is incorporated into the Combined County Authority and precisely how that is to be done to preserve the advance that GE has already made by combining police and fire governance.
- The Mayor's powers with respect to decisions for the Combined County Authority.
- The consent required from the Combined County Authority in the exercise of some mayoral powers
- The expectation of government with respect to LAs delegating functions to the Combined County Authority (eg over the key highway route network)
- The composition of the Combined County Authority and voting and non-voting members
- Voting weights within the Combined County Authority

The recently announced deal for East Midlands provides a clear blueprint for the design of Mayoral County Combined Authorities. Whilst we will largely need to follow this blueprint, there will be room to negotiate some of the powers and governance to suit our needs.

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<sup>4</sup> Principle 6 of the East Midlands deal states: 'The East Midlands MCCA will perform a role that adds value to existing governance arrangements – primarily focused on strategic place shaping functions such as plan making and strategic commissioning. The East Midlands MCCA will not create an additional layer of governance, but instead will bring the governance that currently sits at national government level down into the East Midlands, much closer to businesses and communities. Place making functions will be delivered through the existing local planning authority arrangements that are better placed to deliver functions for which they are statutorily responsible and as close to communities as is practicable.'



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For example, we will want to ensure that our governance model reflects the diversity of our geography and empowers the work that North and South Essex Councils are doing. We will also want to ensure that our governance model is inclusive and reflects the important role that district, borough and city councils will play, alongside upper tier authorities, in delivering the benefits of devolution for our residents.

We anticipate that further detailed work with leaders, CEOs, and Monitoring Officers will be required in parallel to the development of any proposal and as a part of the detailed dialogue with govt.

### **Engagement with Partners**

There are six main groups of colleagues/partners who are priorities for engagement at this stage:

1) Elected members from across all our authorities – we are engaging as follows:

- Member briefings are being arranged
- Many Leaders have started engaging their groups

2) MPs from across Greater Essex – we are engaging as follows:

- We propose setting up MP engagement meetings on a North/South Essex basis
- These can be supplemented by individual MP meetings as needed (in particular for those holding roles that are most closely linked to the devolution agenda, such as Robert Halfon MP)
- Following this meeting, we propose to issue a standard briefing to MPs, if leaders agree

3) Health partners – because of their work on the wider determinants of health, it is important to engage the Chairs/CEOs of the Integrated Health Partnerships on the devolution work:

- In liaison with the three upper tier directors of public health we will be contacting senior officers at the three ICSs covering Greater Essex to invite them to engagement sessions where they will be briefed on the approach to devolution and explore ways in which we can use a deal to strengthen our collective approach to delivering better long-term health outcomes for residents.
- Health partners will also be invited to attend a workshop in January to discuss the developing devolution deal with wider partners.

4) Businesses – given that a key purpose of devolution is to promote economic growth, jobs and skills, we will want to ensure that a Greater Essex devolution bid has backing from business. We propose to engage with business as follows:

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- We will be working with places' economic development teams to identify the key businesses to engage with in the development of our devolution proposals and to give them the opportunity to co-create any deal before final submission. We will make use of existing channels to discuss the approach with businesses as well as inviting relevant organisations to attend a partner workshop in January to discuss the developing devolution deal.
  - We will also engage directly with the LEP to ensure that the arrangements we make enable us to enhance economic leadership across GE.
- 5) Voluntary and Community sector – the VCS is a key partner in shaping our places and we will want to work with relevant VCS organisations to ensure that our devolution proposals support their ability to work with local communities.
- 6) Universities and colleges – as promoting skills and lifelong learning is a core component of the devolution work, we want to ensure that our universities and main further education colleges are sighted on the work. We propose to engage as follows:
- We will work through education and skills colleagues to liaise with senior leaders at our universities and colleges and we will invite relevant reps to a wider partner workshop in January.

### **Timeline and Process**

In process terms there are a number of key steps that leaders need to take to get to a final deal. In highly summarised form, the key steps are:

- i. Leaders agree that they wish to enter into dialogue with government on a devolution deal.
- ii. An expression of interest is submitted to government to begin that dialogue – the expression of interest is an informal description of the areas that we would wish to explore through discussion, it does not require formal governance sign off although authorities will determine for themselves the most appropriate means of engaging their councils on the EOI.
- iii. The EOI is then subject to negotiation with government – a process that could take six months.
- iv. At the end of that period, a draft deal will have been negotiated. The draft deal will need to be taken to constituent councils<sup>5</sup> for agreement in principle. That agreement will precipitate public consultation.

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<sup>5</sup> The constituent councils will be Essex, Southend and Thurrock for a Greater Essex Combined County Authority. Depending on the final form of the legislation and the detail to be developed in discussion, it is likely that some or all of the city, district, and borough councils in Greater Essex are also members of any CCA and may also need to go through formal sign off processes within their authorities.

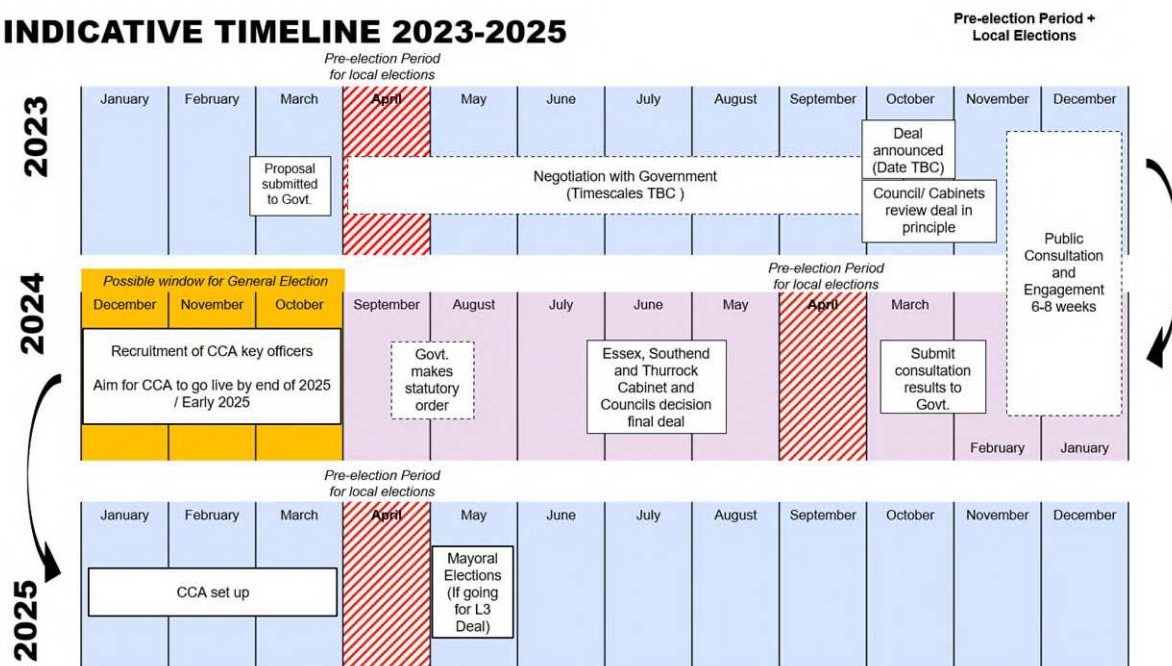


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- v. The results of the public consultation will be submitted to the secretary of state and constituent councils will need to consider the deal in the light of the consultation responses and take a decision as to whether to proceed.

In terms of timing, a realistic timeline for the deal based on submission in March 2023, would be to see the creation of new Combined Authority structures in Q1 2025.

### INDICATIVE TIMELINE 2023-2025



Following today's discussion, leaders will need to meet again at the end of January to review the draft EOI with a view to being able to submit in March 2023 and start discussions with government. If leaders wish to submit after the local elections then the same processes apply but the timetable shifts 3-4months.

### Next Steps

If Leaders agree with progressing the work on devolution to the next stage – putting an expression of interest to government – the indicative milestones (based on submission before the pre-election period) are set out below:

- **December to mid Jan 2023** – engagement with key partners
- **December to mid Jan 2023** – further development of the devolution proposition.
- **Late January 2023** – additional ELCE meeting to discuss a draft devolution expression of interest.
- **February 2023** – expression of interest considered within relevant authorities. There is no legal requirement for a formal decision.
- **March 2023** – expression of interest submitted to government

Once the expression of interest has been submitted to government we are anticipating a process of negotiation taking at least six months to develop a devolution proposal document for further consideration. We are anticipating

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continued local engagement throughout that period to develop the detail of the proposal in collaboration with leaders.

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## **Annex A: Devolution Table of Powers/Funding Streams**

Annex: Devolution Framework (as published in the Levelling Up White Paper)

L1 = Councils working together across an FEA, for example through a Joint Committee.

L2 = A single institution or CC without a DEM across an FEA or whole county area.

L3 = A single institution or CC with a DEM across an FEA or whole county area.

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| Function   | Detail  | L1 | L2 | L3 |
|--|---|----|----|----|
| Giving adults the skills for the labour market         | Devolution of Adult Education functions and the core Adult Education Budget   |    | ✓  | ✓  |
|  | Providing input into Local Skills Improvement Plans   |    | ✓  | ✓  |
|  | Role in designing and delivering future contracted employment programmes  |    |    | ✓  |
| Local control of infrastructure decisions              | Ability to establish Mayoral Development Corporations (with consent of host local planning authority)   |    |    | ✓  |
|  | Devolution of locally-led brownfield funding  |    |    | ✓  |
|  | Strategic partnerships with Homes England across the Affordable Housing Programme and brownfield funding  |    |    | ✓  |
|  | Homes England compulsory purchase powers (held concurrently)  |    | ✓  | ✓  |
| Keeping the public safe and healthy                    | Mayoral control of Police and Crime Commissioner (PCC) functions where boundaries align   |    |    | ✓  |
|  | Clear defined role in local resilience  |    | ✓  | ✓  |
|  | Where desired offer MCAs a duty for improving the public's health (concurrently with local authorities)   |    |    | ✓  |
| Financing local initiatives for residents and business | Ability to introduce mayoral precepting on council tax  |    |    | ✓  |
|  | Ability to introduce supplement on business rates (increases subject to ballot)   |    |    | ✓  |
| Function   | Detail  | L1 | L2 | L3 |
| Strategic role in delivering services                  | Host for Government functions best delivered at a strategic level involving more than one local authority e.g. Local Nature Recovery Strategies | ✓  | ✓  | ✓  |
|  | Opportunity to pool services at a strategic level   | ✓  | ✓  | ✓  |
|  | Opportunity to adopt innovative local proposals to deliver action on climate change and the UK's Net Zero targets                               | ✓  | ✓  | ✓  |
| Supporting local businesses                            | LEP functions including hosting strategic business voice  |    | ✓  | ✓  |
| Local control of sustainable transport                 | Control of appropriate local transport functions e.g. local transport plans   |    | ✓  | ✓  |
|  | Defined key route network   |    |    | ✓  |
|  | Priority for new rail partnerships with Great British Railways influencing local rail offer, e.g. services and stations                         |    |    | ✓  |
|  | Ability to introduce bus franchising  |    | ✓  | ✓  |
|  | Consolidation of existing core local transport funding for local road maintenance and smaller upgrades into a multiyear integrated settlement   |    |    | ✓  |
| Investment spending                                    | UKSPF planning and delivery at a strategic level  |    | ✓  | ✓  |
|  | Long-term investment fund, with an agreed annual allocation   |    |    | ✓  |

## ESSEX LEADERS & CHIEF EXECUTIVES

### Economy, Skills, and Environment

| Power/Funding Stream  | Level | £ Value                      | What does it mean we can do  | Case study   |
|---|-------|------------------------------|--|--|
| Opportunity to adopt innovative local proposals to deliver action on climate change and the UK's Net Zero targets | 2     | <£10m                        | This gives local areas a wide remit to work towards decarbonisation in the way that works best for them  | WMCA Natural Environment Plan, £7.6m park and ride, Great Clean Up plan  |
| LEP functions including hosting strategic business voice  | 2     | tbd                          | Local Enterprise Partnerships (LEPs) play a significant role in supporting local economic growth bringing businesses, education and local government together, delivering large capital investment schemes, hosting important programmes on behalf of government departments.                              | The York and North Yorkshire LEP will become a non-constituent member of the combined authority, acting as the Business Committee.                                       |
| UKSPF Planning and delivery at a strategic level  | 2     | £26m                         | Every part of the UK will receive an allocation for the years 2022-23, 2023-24 and 2024-25, for both the core UK Shared Prosperity Fund (UKSPF) and for the adult numeracy programme, Multiply. Since this is already devolved – this might be about ability to shape prioritisation, timing of spend etc. | Liverpool City Region established Strategic Investment Fund to support key projects such as ultrafast broadband  |
| Long-term investment fund, with an agreed annual allocation   | 3     | £1.9bn – 0.6bn over 30 years | Investment funds, sometimes referred to as gainshare or earn back, are long-term grants agreed by government with devolution deal areas.   | Areas with investment fund grants are subject to 5-year independent gateway reviews to assess the impact investment funds have made in the local area on economic growth |
| Adult Education Budget  | 2     | £28-84m                      | This gives the authority power to shape education and training opportunities to tailor them to the needs of businesses and residents in GE ; provide learning facilities; and manage training costs for  | West Midlands investment in high skills provision  |

## ESSEX LEADERS & CHIEF EXECUTIVES

|  |   |       |  |   |
|--|---|-------|--|---|
|  |   |       | those aged 19 or older. It also devolves the Adult Education Budget (AEB), a yearly funding stream which provides the authority with the budget to deliver the powers set out above.   |   |
| Providing input into Local Skills Improvement Plans (LSIPs)              | 2 | £100m | LSIPs aim to: put employers at the centre of the skills system; build a stronger and more dynamic partnership between employers and further education providers; allow provision to be more responsive to the skills needs of employers in local labour markets. Currently the GE LSIP is led by the Essex Chambers of Commerce; with devolution we would have greater influence.                                      |   |
| Role in designing and delivering future contracted employment programmes | 3 | £60m  | Contracted employment programmes are for the most part nationally commissioned and funded by central Government departments. They cover all post-16 education; skills and training provision at all levels; employment support; work-based learning; information and advice; and support for employer recruitment needs. For some national programmes, CAs have devolved responsibility and directly procure activity. | GMCA Job Entry Targeted Support (JETS) focuses on unemployed and COVID-19 recovery intervention |

### Transport, Infrastructure, & Housing

| Power/Funding Stream  | Level | £ Value | What does it mean we can do  | Case study   |
|---|-------|---------|--|--|
| Control of appropriate local transport functions e.g. local transport plans | 2     | N/A     | This can also take the form of a Sub-national Transport Body (STB) to work in partnership to influence strategic national transport investment | CPCA is funding and enabling a range of local rail projects that include reinstating of Soham Rail Station that closed in 1965, improvement of Fenland services, rail connectivity Wisbech to Cambridge, capacity improvements through Ely |

## ESSEX LEADERS & CHIEF EXECUTIVES

|  |   |     |   |   |
|--|---|-----|---|---|
|  |   |     |   | and a new station at Cambridge South serving the biomedical campus and local community  |
| Defined key route network  | 3 | N/A | This gives mayors and their combined authorities greater decision-making powers and accountability with regards to the <a href="#">Key Route Network</a> (KRN) - which is loosely defined as the collection of the busiest and most important roads in a region | In 2018 the Liverpool City Region Combined Authority approved £25m funding to support 15 highway schemes to improve the city region's KRN and in September 2021 requested approval to add three additional routes.  |
| Priority for new rail partnerships with Great British Railways – influencing local rail offer, e.g. services and stations                      | 3 | N/A | The ability for CAs to establish a vision for rail in their area to help deliver against long-term ambitions for growth and connectivity  | For CPCA, funding and enabling a range of local rail projects that include reinstating of Soham Rail Station that closed in 1965, improvement of Fenland services, rail connectivity Wisbech to Cambridge, capacity improvements through Ely and a new station at Cambridge South serving the biomedical campus and local community |
| Ability to introduce bus franchising   | 2 | TBD | Franchising lets CAs set the route frequencies and running hours of the bus network to provide a more equitable and efficient network   | From 1 September 2022 the GMCA are introducing capped single bus fares of £2 for adults and £1 for children and a £5 day ticket, which will simplify the confusing, complicated and expensive set of tickets and fares currently in place across the city-region  |
| Consolidation of existing core local transport funding for local road maintenance and smaller upgrades into a multi-year integrated settlement | 3 | TBD | Consolidation of existing core local transport funding for local road maintenance and smaller upgrades into a multi-year integrated settlement  | Cambridge and Peterborough CA will receive (pa):<br>£10,250,000 (pothole funding 2022 to 2025)<br>£10,250,000 (HMB needs element 2022 to 2025)<br>£2,562,000 (HMB incentive element 2022 to 2025)<br>£4,633,000 (ITB 2022 to 2025)<br>Total £27,695,000   |

## ESSEX LEADERS & CHIEF EXECUTIVES

|  |   |     |  |   |
|--|---|-----|--|---|
| Ability to establish Mayoral Development Corporations (MDCs) (with consent of host local planning authority) | 3 | N/A | An MDC is a statutory body created to bring forward the regeneration of a defined area. They have powers to acquire, develop, hold, and dispose of land and property. They also have powers to facilitate the provision of infrastructure.   |   |
| Devolution of locally-led brownfield funding   | 3 | TBD | The <a href="#">Brownfield Land Release Fund (BRLF2)</a> aims to support the transformation of small sites that have been previously developed, by funding small scale infrastructure and remediation work to enable the release of the land for new homes. In July 2022 <a href="#">One Public Estate programme (OPE) made up to £180 million of capital grant funding available to English councils.</a> | The West Midlands CA brownfield regeneration programme secured an additional £28m from government as part of £120m allocated to the country's seven MCAs to deliver 7,800 homes on brownfield land – this is on top of the previous £500m secured |
| Strategic partnerships with Homes England across the Affordable Housing Programme and brownfield funding     | 3 | TBD | Under the <a href="#">Affordable Homes Programme 2021-26</a> , Homes England is committing almost £5.2bn in affordable housing grant to 31 strategic partnerships with 35 organisations, including four for-profit providers, including one developer, as well as a number of housing associations. Together, they will deliver nearly 90,000 grant-funded affordable homes across the country.            |   |
| Homes England compulsory purchase powers (held concurrently)   | 2 | N/A | Compulsory purchase is a legal mechanism by which certain bodies (known as 'acquiring authorities') can acquire land without the consent of the owner. Compulsory purchase powers can support the delivery of a range of development, regeneration and infrastructure projects in the public interest. In doing so, they can help to bring   | CPO powers were used by Darlington Borough Council to acquire land as part of a £105m redevelopment to improve and futureproof Darlington station, £25m of which are funded from the Tees Valley CA   |



## ESSEX LEADERS & CHIEF EXECUTIVES

|  |  |  |  |  |
|--|--|--|--|--|
|  |  |  | about improvements to social, economic, and environmental wellbeing. |  |
|--|--|--|--|--|

### Community Safety, Public Services, and Finance

| Power/Funding Stream  | Level | £ Value | What does it mean we can do  | Case study  |
|---|-------|---------|--|---|
| Opportunity to pool services at a strategic level             | 1     | N/A     | Using devolved powers and resources for delivery based upon local and regional needs and opportunities   | The West Midlands Combined Authority has worked together to form the <a href="#">Strategic Economic Plan</a> which sets out their vision for improving the quality of life for everyone in the West Midlands through pooled funding and service delivery. |
| Mayoral control of Police, Fire and Crime Commissioner (PFCC) | 3     | N/A     | <a href="#">The role of the Police and Crime Commissioner</a> (PCC) is to be the voice of the people and hold the police to account. They are responsible for the totality of policing, aiming to cut crime and deliver an effective and efficient police service within their police force area, working in partnership across a range of agencies at local and national level. They are elected by the public to hold Chief Constables and the force to account, making the police answerable to the communities they serve. |   |
| Clear defined role in local resilience                        | 2     | N/A     | This may be in the form of Local Resilience Forums (LRFs), who aim to plan and prepare for localised incidents and catastrophic emergencies. They work to identify potential risks and produce emergency plans to either prevent or mitigate the impact of any incident on their local communities. Metro mayors played a prominent role in conducting   |   |

## ESSEX LEADERS & CHIEF EXECUTIVES

|   |   |     |   |  |
|---|---|-----|---|--|
|   |   |     | negotiations with central government on local lockdowns. Where metro mayors are in charge of local police, fire and/or transport authorities, this provided a clear formal role during the pandemic as part of LRFs, multi-agency bodies convened across police areas to deal with civil emergencies ( <a href="#">Centre for Cities</a> ).   |  |
| Where desired offer MCAs a duty for improving the public's health (concurrently with local authorities) | 3 | N/A | <a href="#">The Health Foundation</a> highlights that mayors have significant power over many aspects of the lives of residents in their regions, including the wider determinants of people's health across the areas of work, education, housing, travel/transport and environment.   | The GMCA set up the <a href="#">Greater Manchester Health and Social Care Partnership</a> , recognising that devolution has put Greater Manchester in charge of improving the health and wellbeing of everyone who lives there, with the ten boroughs working together to transform public services and tackle the biggest issues affecting local health.                      |
| Ability to introduce mayoral precepting on council tax  | 3 | TBD | CA mayors have the power to levy a precept on council tax in their areas. This can include a mayoral Police and Crime Commissioner (PCC) precept.   | For the GMCA for 2022/23 the police grant included an additional £29.9m for Greater Manchester Police, expected to deliver the final year (of four) of the national expansion programme of 20,000 police officers over three years.  |
| Ability to introduce supplement on business rates (increases subject to ballot)                         | 3 | TBD | Designed to give the ability to CA mayors to levy a supplement on business rates to fund new infrastructure projects aimed at economic development of the area, provided they have the support of the business community through the LEP. Business Rate Supplements (BRS) are not applicable to properties with a rateable value of £50,000 or below, and authorities have discretion | In April 2010, the Greater London Authority (GLA) Mayor introduced a two pence (2p) business rates supplement on larger non-domestic properties in London. Since April 2017, this has only applied to business premises with a rateable value of over £70,000. This business rate supplement is being levied by the GLA in relation to the <a href="#">Crossrail project</a> . |

## ESSEX LEADERS & CHIEF EXECUTIVES

|  |  |  |  |  |
|--|--|--|--|--|
|  |  |  | to increase that threshold. The total maximum BRS which may be levied by a levying authority is 2p per pound of rateable value |  |
|--|--|--|--|--|

# ESSEX LEADERS & CHIEF EXECUTIVES

## Annex B: Devolution deals across the UK

| Agreed devolution deals                 | Population estimate of CA area (m) |
|---|------------------------------------|
| West Midlands                           | 2.9                                |
| Greater Manchester                      | 2.8                                |
| West Yorkshire Combined Authority*      | 2.3                                |
| East Midlands                           | 2.2                                |
| Greater Essex                           | 1.9                                |
| Liverpool City Region                   | 1.5                                |
| South Yorkshire (Sheffield City Region) | 1.4                                |
| North East Combined Authority* **       | 1.2                                |
| West of England                         | 0.9                                |
| North of Tyne                           | 0.8                                |
| York and North Yorkshire                | 0.8                                |
| Cambridgeshire and Peterborough         | 0.8                                |
| Tees Valley                             | 0.7                                |
| Cornwall**                              | 0.6                                |
| <b>Announced devolution deals</b>       |                                    |
| Suffolk                                 | 0.7                                |
| Norfolk                                 | 0.9                                |

\*CA does not have a directly elected mayor

\*\*Places with existing deals seeking a new devolution deal

While the Greater London Authority is a devolved body led by a mayor, it is distinct from a mayoral combined authority (MCA) and has a different set of powers and budgets and its own legislation.

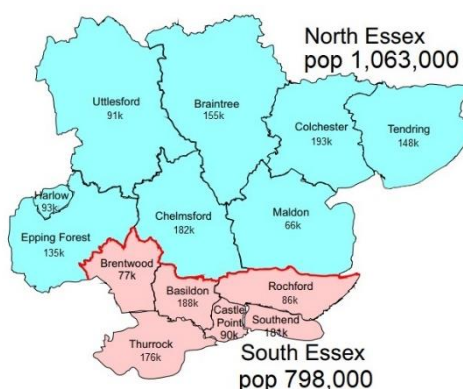
## Map of devolution status



## Association of North Essex Local Authorities Memorandum of Understanding

### Between:

Braintree District Council  
Chelmsford City Council  
Colchester City Council  
Epping Forest District Council  
Essex County Council  
Harlow Council  
Maldon District Council  
Tendring District Council  
Uttlesford District Council



## 1. Background

- 1.1 Together, we are responsible for delivering services to over a million residents, equivalent to the City of Birmingham. The area delivers significant gross value added at over £17bn and supports almost 41,000 businesses.
- 1.2 This new partnership of North Essex Authorities is well placed to deliver local ambitions, to respond to emerging opportunities and Government policies, as well as being able to promote North Essex as desirable place for living, leisure and to do business in.
- 1.3 The Authorities have established a good track record of partnership working in various previous collaborations.
- 1.4 The nine Authorities wish to record their intention to establish the basis of our collaboration through a Memorandum of Understanding (MoU) and to form this new partnership, building on previous joint working successes.

## 2. Core Purpose and aims

- 2.1 The core purpose of NEA is to provide for a platform for enhanced cooperation across North Essex, to achieve better outcomes for our residents and businesses, by working together rather than separately. Through our collaborative approach we are best placed to develop and deliver a vision for North Essex, promoting sustainable growth for our economies and communities up to 2050.
- 2.2 NEA will focus on the strategic opportunities, regardless of individual local authority boundaries, for North Essex to influence and secure the collaboration and investment that will help our individual areas to flourish and realise their full economic, social and environmental potential.

### 2.3 The aims of NEA will be to:

- a. Agree a 2050 vision for North Essex.
- b. Provide strong and collective place leadership and a voice into Government.
- c. Increase the ability of all authorities to cope with public spending restrictions and increased demands on services.
- d. Influence Government powers and attract Government funding to North Essex.
- e. Raise the profile and reputation of North Essex as a desirable place for living, leisure and to do business in.
- f. Improve transport and digital connectivity, securing funding for strategic infrastructure.
- g. Provide sufficient new homes to meet the needs of a growing and ageing population.
- h. Attract investment and stimulate economic growth, focusing on key sectors and the low carbon economy.
- i. Increase productivity by improving educational attainment and access to skills relevant to our future labour market.
- j. Enable North Essex to respond and adapt to Climate Change
- k. Support wellbeing and healthy life expectancy by tackling the wider determinants of health with our health partners and the voluntary and community sector.
- l. Develop innovative approaches to funding to deliver shared objectives, including developing joint bids where appropriate.
- m. Work together to help harness the energy, know-how and assets of local communities.

### 3. Principles of collaboration

- 3.1. Working together on strategic priorities irrespective of local authority boundaries.
- 3.2. Creating collective scale, resilience, and impact for the benefit of our residents and businesses.
- 3.3. Tackling problems and issues that we cannot solve individually.
- 3.4. Collaborating to gain something, without losing something (including local identities).
- 3.5. Governance arrangements proportionate to our shared ambition.
- 3.6. Opportunities to discharge certain functions jointly, and pooling of resources, should be considered where this can have collective and measurable impact.

#### **4. Term and Termination**

- 4.1. This MoU shall commence on the date of the signature by each Authority and shall expire if NEA dissolves, with its area of influence reducing should any individual signatory authority withdraw

#### **5. Variation**

- 5.1. The MoU can only be varied by written agreement of all the Authorities, save for any individual authority withdrawing

#### **6. Charges and liabilities**

- 6.1. Except as otherwise provided, the Parties shall bear their own costs and expenses incurred in complying with their obligations under this MoU.

#### **7. Status**

- 7.1. This MoU cannot override the statutory duties and powers of the parties and is not enforceable by law. However, the parties agree to the principles set out in this MoU.

**Signed by**

| <b>Local Authority</b>                | <b>Leader/Chairman of Policy and Resource Committee</b> | <b>Chief Executive</b> | <b>Date</b> |
|---------------------------------------|---|------------------------|-------------|
| <b>Braintree District Council</b>     |   |                        |             |
| <b>Chelmsford City Council</b>        |   |                        |             |
| <b>Colchester City Council</b>        |   |                        |             |
| <b>Epping Forest District Council</b> |   |                        |             |
| <b>Harlow Council</b>                 |   |                        |             |
| <b>Essex County Council</b>           |   |                        |             |
| <b>Maldon District Council</b>        |   |                        |             |
| <b>Tendring District Council</b>      |   |                        |             |
| <b>Uttlesford District Council</b>    |   |                        |             |



**8 March 2023**

|                       |   |                    |
|-----------------------|---|--------------------|
| <b>Report of</b>      | <b>Strategic Director for Place and Client</b>  | <b>Author</b>      |
|                       |   | <b>Karen Paton</b> |
| <b>Title</b>          | <b>Department of Levelling up Housing and Communities – Local Authority Housing Fund (LAHF)</b> |                    |
| <b>Wards affected</b> | All wards   |                    |

## 1. Executive Summary

- Colchester City Council has been provisionally identified as eligible for capital grant funding under the Department of Levelling up Housing and Communities Local Authority Housing Fund to provide move on accommodation for Ukrainian and Afghan households currently living with host families or bridging accommodation in Colchester.
- In the wake of the Afghan crisis, emergency 'bridging accommodation' was set up in hotels and other accommodation, such as, Ministry of Defence, student accommodation across the UK. These are being used by the Home Office as temporary transit accommodation as families' needs are assessed and more permanent accommodation is found.
- The funding will run over the financial years 2022-23 and 2023-24 and is intended to address the immediate housing pressures placed on local authorities and provide additional affordable housing stock for the future.
- The Council is expected to part fund or finance some of the required capital.
- Colchester City Council has put forward an initial proposal for the funding.
- In line with the prospectus for the funding the properties will be acquired through the Councils Acquisition Programme in addition to the properties already committed through this programme for 2023-24.
- The properties will be let to eligible households through the Gateway to Homechoice Allocations Policy.

## 2. Recommended Decision

- 2.1 To approve the proposal and 'sign off' of the Memorandum of Understanding (MOU) for the LAHF.

## 3. Reason for Recommended Decision

- 3.1 To meet with the requirements of the LAHF allocation.

## 4. Alternative Options

- 4.1 Not to approve the proposal and sign off the MOU for the LAHF. CCC will not receive any funding for this programme.

## 5. Background Information

5.1 On 12 January 2023 the Department of Levelling up Housing and Communities (DLUHC) announced a £500 million Local Authority Housing Fund (LAHF), to provide capital funding directly to English councils in areas facing the most significant housing pressures as a result of recent Ukrainian arrivals, to run over financial years 2022-23 and 2023-24. The fund is designed to address the immediate pressures as well as build a sustainable stock of affordable housing for the future. In addition, the fund will also be used to provide homes for up to 500 Afghan families currently living in bridging hotels at a significant cost to taxpayers.

5.2 Colchester City Council was provisionally identified as eligible for capital grant funding (under section 31 of the Local Government Act 2003), with the following indicative allocation:

- Main element: £2240,000 in funding - to provide a minimum of 20 homes.
- Bridging element: £445,697 in additional funding - to provide a minimum of 2 larger 4+ bed home(s) to be allocated to households currently residing in bridging accommodation.

As with other affordable housing provision, the Council is expected to part fund or finance some of the required capital. For the 'main element' housing, the government funding equates to 40% of total capital costs (Average £92,000 grant per property) plus £20,000 per property. For the 'bridging element' housing, the government funding equates to 50% of total capital costs (Average £202,849 grant per property) plus £20,000 per property.

### 5.3 Proposal

- Colchester City council submitted a Validation Form to express an interest in the funding on 25 January 2023.
- It was agreed that in order to fulfil the requirements of the funding that the properties would be acquired through the Councils Acquisition Programme in addition to the commitment of 50 properties already agreed for 2023-24.
- For both elements of the fund, CCC was required to confirm how many properties could be acquired by the target date of 30th November 2023 (payments will be honoured assuming delivery within financial years 2022/23 and 2023/24).
- The Council is required to meet both elements of the funding for a proposal to be considered.
- Considering CCC currently has 275 homeless households in temporary accommodation and approximately 3,000 households on the Council's Housing Register, we reflected on the need to balance the number of properties for move on that we acquire for Ukrainian and Afghan households with this funding, and the Council's own demand for households who are homeless.
- Colchester is proud to be a place of Sanctuary providing accommodation for people fleeing danger or persecution. We are also mindful of the support given to our troops in Afghanistan by Afghan interpreters and others, and this would provide an opportunity to repay that act of support.
- As well as working with Registered Providers securing affordable housing through s106 agreements, CCC continue to look for innovative ways to increase accommodation for households that are homeless. This includes building new Council homes for Social rent, encouraging people to downsize to provide family homes for those that are overcrowded, as well as ensuring that our Acquisition programme continues to meet its target to deliver homes for Colchester residents that are in housing need.
- Taking this into account, we have committed to acquire 6 additional acquisitions by 30 November 2023 (5 main element and 1 bridging element).
- The initial funding allocation will be scaled down proportionally to reflect the number of homes we acquire, based on the grant per property outlined in our allocation.

- The additional match funding will come from the Housing Revenue Account borrowing.
- The submission of the validation form was approved by the S151 Officer as requested by DLUHC.
- The acquired properties will be let to eligible households on the Housing Register in line with the Gateway to Homechoice Allocations Policy.
- Eligible households are those who are homeless, at risk of homelessness or who live in unsuitable temporary accommodation (including bridging accommodation) and who are living in Colchester on one of the following schemes:
  - Afghan Citizen Resettlement Scheme (ACRS)
  - Afghan Relocations and Assistance Policy (ARAP)
  - Ukraine Family Scheme (UFS)
  - Homes for Ukraine (HFU)
  - Ukraine Extension Scheme (UES)

#### 5.4 Next steps

- Colchester City Council's proposal for the LAHF has been approved by DLUHC and a Memorandum of Understanding will need to be signed and returned to DLUHC by 15 March 2023 for the funds to be released.
- CCC have agreed to provide progress reports every 2 months until delivery is completed including Management Information and reporting against Key Performance Indicators.

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

- 6.1 An equality impact assessment has been completed on the Allocations Policy. The properties will be let to applicants on the Housing Register in line with this Policy. A copy of the EIA can be found by following the link [Gateway to Homechoice Allocations Policy · Colchester City Council](#)
- 6.2 The Human Rights Act 1998 is specifically listed in the Allocations Policy as a piece of relevant legislation to which the policy complies.

### 7. **Strategic Plan References**

- 7.1 The Local Authority Housing Fund will help to achieve the following strategic aims from the Council's Strategic Plan 2020 - 2023:  
Delivering homes for people who need them.

### 8. **Consultation**

- 8.1 Consultation is not applicable for this funding.

### 9. **Publicity Considerations**

- 9.1 We will ensure that any publicity considerations are explored with the Communications Team and address the reasons for supporting refugee families, and the wide range of initiatives we take to provide affordable housing generally.

### 10. **Financial implications**

- 10.1 The additional match funding for the programme will come from the Housing Revenue Account borrowing.

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

- 11.1 The effects of living in unsuitable or poor housing on a person's health and well-being are well documented. The key ones can be summarised as follows:
- Quality and condition:** relating to the physical characteristics of homes. A range of national studies have found health benefits to improvements in the quality of peoples housing.
- Stability and security:** relating to the extent to which people have control over how long they live in their homes, and how secure they feel. Housing instability can act as a stressor harming health, while frequent moves can undermine engagement with health, other local services and weaken relationships in the local community.
- Affordability:** relating to the financial pressure caused by housing payments – both for housing itself and for heat, power and repairs and maintenance.

The LAHF seeks to address the effects of living in unsuitable or poor housing on a person's health and well-being by providing secure housing for Ukrainian and Afghan households.

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

- 12.1 There are no Health and Safety implications.

## **13. Risk Management Implications**

- 13.1 There are no risk management implications.

## **14. Environmental and Sustainability Implications**

- 14.1 Properties purchased under the Housing Acquisitions programme improve the health and wellbeing of our tenants with a target of achieving an average EPC of C79+.

|                       |   |               |   |
|-----------------------|---|---------------|---|
| <b>Report of</b>      | <b>Chief Operating Officer</b>  | <b>Author</b> | <b>Martin Norgett</b><br>☎ 07816 204488 |
| <b>Title</b>          | <b>Request for Delegated Authority for the Award of HRA Contracts 2023/24</b> |               |   |
| <b>Wards affected</b> | All wards   |               |   |

## 1. Executive Summary

- 1.1 Within the Housing Revenue Account (HRA), the Council owns almost 6,000 affordable homes, benefitting people in need of social housing. The housing stock is managed through an Arm's Length Management Organisation (ALMO), Colchester Borough Homes (CBH). Each year a number of maintenance contracts are managed in accordance with a Housing Investment Programme (HIP) that keeps these homes in a suitable condition, as part of an ongoing planned approach set from the HRA Asset Management Strategy and 30-year HRA Business Plan.
- 1.2 This report sets out the maintenance contracts that are due to expire over the next year, that need new contracts to be procured and awarded for the HIP in 2023/24. These are contracts that are likely to require Cabinet approval due to estimated costs (over £500k for the scope of the contracts, over multiple years) and spanning over more than 2 wards.
- 1.3 The report seeks delegation of powers to the Portfolio Holder for Housing and Communities to approve the award of these contracts as they arise, which will make those awards smoother and faster if they arise between meetings scheduled for the next year. A similar decision was taken in 2020, 2021 and 2022 which was concluded successfully over the subsequent delegated contract awards.

## 2. Recommended Decision

- 2.1 To delegate authority to the Portfolio Holder for Housing and Communities for the award of the contracts for works within the Housing Investment Programme 2023/24.

## 3. Reason for Recommended Decision

- 3.1 Within the Housing Revenue Account (HRA), the Council owns almost 6,000 affordable homes, benefitting people in need of social housing. The housing stock is managed through an Arm's Length Management Organisation (ALMO), Colchester Borough Homes (CBH) and each year a number of maintenance contracts are managed within an agreed Housing Investment Programme. This keeps these homes in a suitable condition, as part of an ongoing planned approach set from the HRA Asset Management Strategy and 30-year HRA Business Plan.
- 3.2 Contracts that are due to expire over the next year, require new contracts to be procured and awarded for the Housing Investment Programme in 2023/24. These are contracts that are likely to require Cabinet approval due to estimated costs (over £500k for the scope of the contracts, over multiple years) and borough-wide span.
- 3.3 The decision to delegate powers to the Portfolio Holder for Planning and Housing to approve the award of these contracts, as they arise, will make those awards smoother and faster if they arise between Cabinet meetings scheduled for the next year, or during

the pre-election period. This avoids delays in the delivery of improvements for tenants. A similar decision was taken in 2020, 2021 and 2022 and has demonstrated the success and benefit of this approach in past/current contract awards.

#### **4. Alternative Options**

- 4.1 Not to delegate the powers requested; but this would then need contracts to be individually reported to Cabinet for each contract award increasing the time and resourcing required, for a procurement process that is already heavily scrutinised and regulated. This would delay the start of contracts, and therefore the improvements to homes for tenants, whilst waiting for a Cabinet meeting to arise. The time/benefit balance would therefore suggest that delegation to the PFH would be more effective and efficient use of Council resources, without introducing risks; demonstrated by recent practices. The Portfolio Holder decisions would remain available for call-in should individual concerns arise.

## **5. Background Information**

- 5.1 The Housing Investment Programme (HIP) is funded by the HRA and is currently an investment of around £15m across the housing stock per year. Simplistically, the HRA receives the social and affordable rents and income from Council housing that is then ring-fenced within the HRA (a separate account to the General Fund) to be invested back into the social housing stock (whether in maintenance of existing stock, or provision of new affordable homes, this then in turn increases the income back into the HRA in future years to pay for itself).
- 5.2 The HIP therefore includes the planned and reactive replacement of building elements, such as electrics, heating, windows, doors, kitchens and bathrooms etc, on a cyclical basis. The HIP is based on the expected notional life of those elements. This is verified by a stock condition survey of identified properties.
- 5.3 Once it has been identified that many properties require similar investment then the necessary budget, part of a 30-year HRA Business Plan to manage the funds and property in the HRA, is approved by Cabinet (in January each year) to fund the investment. This work is then collated into packages of works that can be contracted together to provide value for money and economies of scale, consistency of works across the stock and relationships with contractors familiar with the Council's needs and property etc.
- 5.4 An appropriate procurement route is identified in advance and a contractor is selected to enter into a suitable contract for the delivery of the works. Previously the Council has entered contracts on a variety of terms, whether small or large contracts, and whether for single or multiple years, and this experience informs the basis on which each element of the programme is delivered.
- 5.5 The delegation of the HRA HIP contracts will assist in a timely, smooth, contract renewal or replacement process over the next year, for known contracts that will emerge.
- 5.6 In addition, the Climate Emergency Response Works were agreed by Cabinet in November 2020 as a supplementary package of work to the HIP that further improves homes, continuing to address the climate emergency declaration but also provides additional employment opportunities and economic recovery benefits after the global pandemic. These works will potentially not be delivered through one single supplementary contract, all the elements of the planned works include cladding, insulation, windows, heat and energy sources etc.
- 5.7 The complete package of contracts will be delivered within the approved budget for the HIP in 2023/24 which was approved by Cabinet at its meeting on 25 January 2023.

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

- 6.1 Implications for Equality, Diversity and Human Right will be considered in all contracts awards. However, it is generally thought that investment in and the appropriate maintenance of the Council's housing stock has overwhelmingly positive implications for tenants and residents of the Borough.
- 6.2 Under the Equality Act 2010, Section 149, a public authority must, in the exercise of its functions, have due regard to the need to:
  - eliminate discrimination, harassment, victimisation, and any other conduct that is prohibited by or under this Act.
  - advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and
  - foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

- 6.2 The recommendations will have no disproportionate impact on any protected group. The Equality Impact Assessment for the Council's Housing Investment Programme is [here](#).

## **7. Strategic Plan References**

- 7.1 The Strategic Plan sets out clearly the Council's priorities. The budget process has been designed to ensure that resources are allocated to meet these priorities.

- 7.2 This decision particularly contributes to the following Strategic Plan 2021-2023 priority areas:

- **Responding to the Climate Emergency**
  - Reduce carbon emissions to help achieve a zero-carbon footprint for Council services for 2030
  - Environment and sustainability imbedded in all Council decision making and the adaption and recovery from Covid-19
- **Tackling the causes of inequality and support our most vulnerable people**
  - Support people to live in healthy homes that meet their needs
- **Increase the number, quality, and types of homes**
  - Improve existing Council homes to keep them in good repair and improve energy efficiency
  - Continue to improve and modernise available housing for older people
- **Prevent households from experiencing homelessness**
  - Work with partners to deliver the 2020-23 Homelessness and Rough Sleeping Action Plan
  - Intervene early to prevent homelessness and work in partnership with other organisations to sustain people's accommodation
  - Tackle rough sleeping in the Borough
- **Enable economic recovery from Covid 19 ensuring all residents benefit from growth**
  - Ensure our Borough becomes stronger post Covid 19 by supporting businesses to recover, adapt and build resilience
  - Develop opportunities to ensure the new economy is greener, sustainable, and more resilient
- **Create an environment that attracts inward investment to Colchester help businesses to flourish**
  - Encourage green technologies and innovative solutions to the Climate Emergency
  - Maximise the social value benefits derived from third party contracts
  - Ensure the Council's assets continue to contribute to economic growth and opportunity

## **8. Consultation**

- 8.1 Tenants of all housing stock have been consulted as part of a review of the Asset Management Strategy. The Asset Management Strategy includes specific reference to a suitable Procurement Strategy for HIP works.

## **9. Publicity Considerations**

- 9.1 All residents are notified of major contract awards via the Resident Newsletter. Affected tenants are notified well in advance of works taking place and consulted about the specific impact on them and their household.



## **10. Financial implications**

- 10.1 The budgets for the Housing Investment Programme and Acquisitions Programme were presented to Cabinet on the 25 January 2023 and will be within the 30-year HRA Business Plan and approved budget for 2023-24.
- 10.2 Revenue budgets for repairs maintenance which includes void works were presented to Cabinet on the 25 January 2023 and will be within the approved budget for 2023-24.

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

- 11.1 It is broadly expected that communities where these works will take place will be positively affected by the completion of the works. Improved buildings and estates reduce anti-social behaviour and crime, improve health and associated outcomes for residents and communities. Recent medical reports have identified, more than ever, that the quality of housing has a significant impact on the health of residents within those properties.

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

- 12.1 Contractors bidding for works are expected to demonstrate a strong track record and high level of competence in managing health and safety through the procurement process. Contractors then manages health and safety on site, managed by CBH, although ultimate responsibility remains with the Council as the contracting authority.

## **13. Risk Management Implications**

- 13.1 None expected. All contracts are managed individually, and risk registers are maintained by CBH.

## **14. Environmental and Sustainability Implications**

- 14.1 As part of the Housing Asset Management Strategy a Housing and Environmental and Sustainability Strategy has been produced. Using a specialist energy efficiency modelling database, we have looked at scenarios for delivering all our homes to EPC Band C by 2030.
- 14.2 CCC has been taking action to improve the energy efficiency of our properties, cold damp houses and inequality in our stock create poorer health outcomes. Energy efficiency works take a fabric first approach to retrofit and include loft and cavity wall insulation and moving to installing Air Source Heat Pumps from our Capital Programme. This ensures we are tackling fuel poverty and making utility bills cheaper.
- 14.3 Where possible water saving measures and LED lighting are installed
- 14.4 There are no new PV installations planned, but where installed, tenants benefit from savings and the Council receives revenue returns which are re-invested into other initiatives.
- 14.5 The Government has a target that all social rented homes will be net zero carbon by 2050. The Council continues to develop an understanding of the technical solutions available and their cost as it continues to seek funding to support delivery and consider the financial viability of properties.



**08 March 2023**

|                       |  |               |                                 |
|-----------------------|--|---------------|---------------------------------|
| <b>Report of</b>      | <b>Group Manager Neighbourhood Services</b>  | <b>Author</b> | <b>Robert Doran</b><br>☎ 282612 |
| <b>Title</b>          | <b>Request for Delegated Authority to award Recycling Materials Contract (ref: 0332)</b> |               |                                 |
| <b>Wards affected</b> | All Wards  |               |                                 |

## 1. Executive Summary

- 1.1 This report is to request delegated authority to agree the award of the recycling materials contract from August 2023.
- 1.2 The contract will aim to ensure that Colchester City Council will procure a transfer, treatment and disposal service for source segregated municipal dry recycling collected by the Council's recycling collection services across the Council's households and businesses.

## 2. Recommended Decision

- 2.1 To delegate authority to the Chief Operating Officer in consultation with the Portfolio Holder for Neighbourhood Services and Waste to award the recycling materials contract subject to a successful and compliant tender process.

## 3. Reason for Recommended Decision

- 3.1 The current contract for the transfer, treatment and disposal of source segregated municipal dry recycling is due to end on 31st July 2023 following an optional extension to the contract of 12 months in 2022 and therefore a new contractual arrangement needs to be put in place. Due to the timing of the tender process and the end of the contract, it is requested that delegated authority be given to the Chief Operating Officer, in consultation with the Portfolio Holder for Neighbourhood Services and Waste to award the contract between Cabinet meetings to ensure there is no break in service.
- 3.2 The contract will ensure that the Council is fully compliant with its waste management responsibilities.

## 4. Alternative Options

- 4.1 Not having a contract in place would see the Council operating at odds to the financial rules and put at risk the financial budgets, resilience, environmental objectives and delivery of the Council's operations, therefore it is not an option to source recycling services without a tender process and implementation of a contract.

## **5. Background Information**

- 5.1 The current contractors were appointed on a three-year contract in August 2019 for the transfer, treatment and disposal of recycling materials consisting of paper, plastic and cans with the option of a further extension of up to twelve months. The contract extension has been awarded and so the current contract is due to end 31st July 2023.
- 5.2 The Council currently collects from approximately 87,000 properties within the Colchester City area. A very high percentage of these properties produce recyclable material which our recycling and waste teams collect daily. Currently our recycling collections are segregated and stored for a very short period at the Council's transfer station in Shrub End before being transported by a contractor to a sorting facility.
- 5.3 The annual value of the contract can fluctuate due to global market prices. Therefore, any contracts to be awarded by the Council must comply with the appropriate legislation. Due to the volatility of prices and the complexity of the marketplace, the Council has instructed Ricardo, a Waste and Resource Management Consultant to work with officers on this procurement exercise; to review the tender documents (including evaluation), and contract documents, to establish the best ways to stimulate the market and provide advice on the most effective route to market, ensuring the Council gets value for money, good quality service, and assurance in the contractor and contract.
- 5.4 A procurement process to be followed will comply with the Public Procurement Regulations 2015. An open two stage tender will apply to ensure that all interested parties can apply. The Council could issue an open tender or procure via another framework; however, this may restrict the number of potential suppliers interested.

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

- 6.1 Under the Equality Act 2010, Section 149, a public authority must, in the exercise of its functions, have due regard to:
  - eliminate discrimination, harassment, victimisation, and any other conduct that is prohibited by or under this Act.
  - advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and
  - foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

## **7. Strategic Plan References**

- 7.1 This procurement exercise and the functions of the contract directly link to the Strategic Plan 2020-23 in relation to 'tackling the climate challenge and leading sustainability,' moreover the aim to continue to support residents, to reduce reuse and recycle their waste.

## **8. Consultation**

- 8.1 No consultation will be undertaken for this procurement exercise.

## **9. Publicity Considerations**

- 9.1 The decision will be communicated through a contract award notice that will be published in accordance with the Public Contract Regulations 2015. In addition, relevant details will be included within the Council's Contracts Register that is published through Data share.

## **10. Financial implications**

- 10.1 Given the value of the contract, it requires approval by Cabinet. The base budget already includes an allowance for this contract.
- 10.2 Due to the volatility of the market value, the budgets and costs will be carefully monitored and the budget position over the term of the contract will be reviewed accordingly.

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

- 11.1 There are no health, wellbeing, or community safety implications.

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

- 12.1 The Council has a corporate responsibility to ensure that all recycling and waste operations comply with national standards.

## **13. Risk Management Implications**

- 13.1 Should a decision not be made, the Council is at risk of not having contractor/s in place for the onward processing of recycling materials. This could result in the Council being in breach of its Environment Agency licence at the transfer station in Shrub End, and in breach of its own financial rules should it look to source alternative options.
- 13.2 There could be budget pressure resulting from the impact of EU transition and the war in Ukraine, that may result in price increases. The price of the materials will be carefully monitored.
- 13.3 The Council will seek to mitigate against any potential risks by following a compliant procurement process and ensure contingency plans are in place for any failure that may impact the start of a new contract.

## **14. Environmental and Sustainability Implications**

- 14.1 This procurement exercise will aim to carefully consider the ways in which recyclable material can be managed to reduce the impact of waste on the planet. The tender process will seek to engage with organisations who will support the Council in working within its overall principles and priorities of sustainability, to help to reduce its environmental impact, improve resource efficiency, reduce costs and demonstrate that it is managing its environmental and social risks and liabilities responsibly. In particular, the Council will want to engage with contractors that clearly incorporates a whole life approach with minimum waste, efficient use of resources including awareness of energy consumed both up facilities and through transportation, and which considers all those who have an interest in the service provision, including councillors, employees, the local community, and other stakeholders. In addition, the Council will seek to ensure that the contractor considers the waste hierarchy, sustainable development and has a balanced approach to social, environmental and economic issues. To minimise the impact on the environment in the long term as well as the short term.



**Extract from the minutes of the Policy Panel meeting of 11 January 2023**

**66. Climate Change Policy**

Ben Plummer, Climate Emergency Officer, gave a presentation on the key points relating to the Climate Change Emergency which had been declared by the Council, including actions taken and the embedding of this within the culture of the Council, including the draft Strategic Plan, Climate Emergency Action Plan and in work with partners. All committee reports now had a standard 'Environmental Implications' section and environmental assessments were carried out in the initiation stage of all projects.

Low-carbon offices at Rowan House were being prepared for in-person use by staff, including the use of heat pumps. A sustainable travel plan was in place for staff, including greater use of online working and reductions in waste. Environmental training had been rolled out for all staff. SPDs [supplementary planning documents] were being written on a range of environmental and sustainability topics. An Energy Manager was being recruited to help reduce bills and emissions.

Partnership working relationships, such as with Essex County Council, were described. The Climate Emergency Officer outlined the Active Travel Fund and the hosting of the Climate Action Anchor Institution's working group.

The Council's sustainability work included working to meet the Future Homes Standard 2025 and to entirely phase out use of glyphosate weed killers. The Amphora Energy Heat Network and solar park were described.

The Council continued to engage with community groups, and its approach to community engagement was outlined.

The Council's emissions data from 2021-22 were described, with an explanation of how emissions were measured and where they originated from. The main parts of the Council's carbon footprint came from gas, electricity and the Council's vehicle fleet. A 10.1% decrease in Council emissions had been recorded since its declaration of a Climate Change Emergency. Projections of Carbon Dioxide emissions to 2030 were given, having been produced in cooperation with the Carbon Trust, and including emissions from Colchester Borough Homes. The Panel were told of the surveying and work which was ongoing to achieve net zero Carbon emissions by 2030.

A request was made for the Climate Emergency Officer to circulate his presentation slides to all elected members.

Monitoring included by the Climate Change Working Group, the Environment and Sustainability Panel, and the County Council Project Board. The work of these bodies was explained. Climate Emergency UK [CEUK] conducted external reviews and provided advice. The Council's action plan was scored at 52% by CEUK, compared to the average score of 43%. A plan was being drawn up to implement actions based on recommendations from CEUK and scoring from CEUK on climate action was expected from February 2023 and would be published.

The Panel considered the report and presentation. A Panel member gave the view that climate change and sustainability were related but different subjects. When looking at vehicles for use by the Council, the Panel member argued that the Council should examine vehicles' complete footprint for production and use, and judge which were most sustainable and least damaging to the environment.

Approval was expressed for the 10.1% reduction in Carbon Dioxide emissions, but concern was also raised that the Council was only two-thirds of the way towards achieving its target of net zero emissions by 2030. A request was made for more environmental SPDs to be produced, and more details requested on environmental training for councillors, partnership working with the County Council, and on whether there were enforcement powers which the Council could use to control or restrict emissions and vehicles producing high levels of emissions. Panel members suggested that producing an overarching Climate Change Policy would underline the Council's commitment to reaching Carbon neutrality, and communicate to the public the importance of active travel and lowering emissions.

A Panel member suggested that a Member Champion could be appointed for the field of Climate Change, working with Portfolio Holders and officers to ensure decision making takes place with consideration duly given to the Council's emissions. The Panel considered whether the Council should commit to never taking decisions which would damage the environment.

Councillor Bentley, who was also Leader of Essex County Council, gave a brief description of the Active Travel Scheme and the funding involved, and argued that a Council transport champion would help to advertise the Scheme and increase uptake. It was emphasised that the work being done was to educate, inform and persuade people, not to dictate to them regarding their travel options. It was noted that action against climate change was everyone's responsibility, but that many people did not know what they could do to help improve the situation and that the Council could act to persuade people to change their travel behaviour, to the extent that they could do so. Councillor Bentley argued that the UK must show leadership in tackling climate change, that the current generations might be the last which could act to reverse changes, and that the Council should have a policy to guide its efforts and clarify its targets and methods to achieve them.

The Panel discussed the current 'no idling' policy, with the Leader explaining that the Council was looking at how to inform, persuade and, if necessary, enforce the policy.



Panel members urged caution when enforcing, and to seek effective ways to engage with and persuade people, working alongside the County Council.

A Panel member urged the Climate Emergency Officer to seek the latest survey data collected by colleagues at Essex County Council.

The Panel considered the potential benefits of having an efficient, reliable, low-cost public transport system, looking at examples such as 'Transport for London.'

The Climate Emergency Officer gave assurance that he had noted the views and suggestions given and his view that the Panel was indicating that it wished to see a simple overarching policy on addressing climate change. The implementation date for the new environmental SPDs was imminent and the Climate Emergency Officer explained that he would investigate what powers the Council held to control emissions. Regarding engagement with the public, there was a section covering resident engagement and surveying in the upcoming action plan. A County Council app was about to go live to help people seek ways to reduce their emissions and energy usage, leading to savings on energy bills.

Rosa Tanfield, Group Manager (Neighbourhoods), summarised the conversation held regarding the ways the Council and individuals could change their behaviours, and highlighted the number of local groups which were working with an environmental focus, dealing with issues such as fuel poverty and active travel, and which the Council was supporting where possible.

The Deputy Leader posited that the Climate Emergency Declaration already laid out what was needed, and that actions being taken were widespread and ongoing, with a clear target of carbon neutrality by 2030. The Deputy Leader argued for officers to focus on work necessary to meet this target, rather than on policy development. Counter arguments were heard from some members of the Panel, including that the Climate Emergency Declaration was not a policy, that it was important to clarify what the target was (e.g. was it for carbon neutrality within the Council or for the whole area of Colchester) and that a simple policy would set a framework and codify targets. It was argued that the County Council's policy could be used as a template, allowing a policy to be quickly drafted. A Panel member suggested that the drafting of a policy might entail more work to set out something that was already embedded in the Council's culture. Rory Doyle, Strategic Director, noted that the Panel did not seem to have a consensus as to whether it wished to recommend that a formal overall policy be drafted.

The Leader praised the work done by officers to make progress, including to get two-thirds of the way to the target of 'zero carbon by 2030'. The Leader asked that the Panel acknowledged this work and support the work of Cabinet and the Environment and Sustainability Panel, which would look at what gaps there might be in the Council's approach and how best these could be addressed.

*RECOMMENDED to CABINET* that Cabinet work with the Environment and Sustainability Panel to identify if gaps remained in the Council's approach towards meeting its targets relating to fighting climate change and, where identified, to identify how best to address them.

**8 March 2023**

|                       |  |               |                    |
|-----------------------|--|---------------|--------------------|
| <b>Report of</b>      | <b>Corporate &amp; Improvement</b>   | <b>Author</b> | <b>Sam Preston</b> |
| <b>Title</b>          | <b>Procurement - Direct Award Contracts for Merchant Services &amp; Water Supply</b> |               |                    |
| <b>Wards affected</b> | Not applicable   |               |                    |

## 1. Executive Summary

- 1.1 The Council uses Merchant Services to process card payment transactions. The proposal is to award a contract through framework agreement to Lloyds Cardnet. The procurement of a new merchant services provider will generate financial savings of around £40,000 per year.
- 1.2 Currently there is no contract in place for the water supply used by Council buildings. The proposal is to award a contract through framework agreement to Anglian Water (Wave). The contract will generate financial savings of around £6,000 per year, as well as the free installation of water meters to all sites.

## 2. Recommended Decision

- 2.1 To direct award a 4-year contract (with option to extend) under the TPA-01 Banking and Finance Framework Agreement - Lot Number 2 – Merchant Services to Lloyds Bank Cardnet.
- 2.2 To direct award a 4-year contract under the NEPO311 Framework Agreement for the provision of Water Retail Services to Anglian Water (Wave).

## 3. Reason for Recommended Decision

- 3.1 Switching merchant services will provide the Council with lower transactional fees when processing card payments.
- 3.2 Entering into a contract for the Council's water supply would provide a small annual saving on cost, as well as the free installation of water meters on all sites.

## 4. Alternative Options

- 4.1 To remain with the current merchant services provider.
- 4.2 To not enter into a contract for the Council's water supply.

## **5. Background Information**

### **Merchant Services**

- 5.1 Lloyds Cardnet offer preferential transaction fees under the proposed agreement, which also includes a managed service to ensure the fees remain inline with the agreement throughout the contract term. As part of the agreement, the switching of supplier will be fully managed by a third party, CPRAS at a one off cost of £3,500. Lloyds Cardnet have agreed to reimburse the cost of this.

A benchmarking exercise has been completed which compares our current transaction fees against the Lloyds Cardnet fees. Under the proposed agreement there would be additional charged imposed by our payments system provider which range between 10p and 16p per transaction. In addition, there is a framework management fee of £11,510. With the additional costs added, even at the highest charge of 16p per transaction, the Council should save just under £40,000 annually.

Furthermore, should the Council switch payment system provider at any stage, the 10-16p additional transaction fee would end and additional savings could be made.

### **Water Supply**

- 5.2 We currently utilise Anglian Water (Wave) for the supply of water and are on the standard tariff. There is no contract in place and our current annual expenditure is approximately £208k per annum.

Working with our Energy Bureau we have identified an existing framework that we could utilise, which is the NEPO311 Framework Agreement for the provision of Water Retail Services.

The joining this framework would ensure that the Council has a compliant contract and therefore not contravening procurement rules.

The contract would use the same provider (Anglian Water – Wave), meaning we would not have any issues with changing supplier and the problems that can then occur concerning billing or metering.

As part of the contract (although billed separately) but at no additional cost compared to our current tariff, we would have smart meters installed on all locations, for all existing meters, which would improve billing and help identify leaks etc.

Automated meters will provide the data that will enable building managers to quickly identify leaks and better understand patterns of consumption. This information can then be used to explore innovative ways of managing demand and reducing consumption.

We would see a reduction in cost (approx. 1%, which equates to £8k per annum). However, under the terms of the contract with Axiom, we would share the savings, with 22.5% payable to Axiom, resulting in an actual saving to the council of approximately £6k per annum.

## **6. Standard References**

- 6.1 There are no particular references to the Equality, Diversity and Human Rights, Strategic Plan; consultation or publicity considerations or financial; community safety; health and safety or risk management implications.

## **7. Financial implications**

### **Merchant Services**

- 7.1 The Council currently pays around £190,000/year on merchant services, although this will fluctuate depending on use. Switching provider will generate savings of approximately £40,000 annually.

### **Water Supply**

- 7.2 The Council currently pays around £208,000/year on water supply, although this will fluctuate depending on usage. Entering into the contract will save approximately £6,000/year.

## **8. Risk Management Implications**

### **Merchant Services**

- 8.1 As part of the switch in provider, we would have a fully managed agreement with CPRAS monitoring transaction charges to ensure they remain in line with the agreement. This offers assurance going forward and protects the Council from future increases.

### **Water Supply**

- 8.2 Entering into a contract will meet procurement and audit requirements.

## **9. Environmental and Sustainability Implications**

- 9.1 In England and Wales around 20% of the water put into the public supply is lost through leakage. The use of smart meters allows for building operators to quickly identify and repair leaks as they occur, helping to manage this critical resource.

Reducing leakage rates helps to reduce demand for water extraction thus helping to ameliorate the impact on groundwater and river flows as well as reducing the CO<sub>2</sub>e emissions associated with extraction.



# PETITIONS, PUBLIC STATEMENTS, QUESTIONS

## (i) Have Your Say submissions from members of the public

| Date of Meeting            | Details of Members of the Public           | Subject Matter  | Form of Response  | Date Completed   |
|----------------------------|--|---|---|------------------|
| Cabinet, 25 January 2023   | Nick Chilvers                              | The work of Colchester Commercial Holdings Ltd and its subsidiaries | Oral response provided at the meeting by Councillor King, Leader of the Council and Portfolio Holder for Strategy, Councillor Fox, Portfolio Holder for Local Economy and Transformation and Councillor J. Young, Portfolio Holder for Housing and Communities. | 25 January 2023  |
| Cabinet, 25 January 2023   | Trevor Orton                               | The condition of the City Centre                                    | Oral response provided at the meeting by Councillor King, Leader of the Council and Portfolio Holder for Strategy.  | 25 January 2023  |
| Cabinet, 25 January 2023   | Steve Kelly                                | Public health issues and the provision of vitamin B                 | Oral response provided at the meeting by Councillor J. Young, Portfolio Holder for Housing and Communities.   | 25 January 2023  |
| Council, 22 February 2023  | Paul Dundas                                | Electoral cycle   | Oral response provided at the meeting by Councillor King, Leader of the Council and Portfolio Holder for Strategy.  | 22 February 2023 |
| Council, 22 February, 2023 | Ann Reeves, Richard Aldridge and Emma Dell | Proposed changes to Crouch Street                                   | Oral response provided at the meeting by Councillor King, Leader of the Council and Portfolio Holder for Strategy   | 22 February 2023 |

|                                  |                        |  |  |                         |
|----------------------------------|------------------------|--|--|-------------------------|
| <b>Council, 22 February 2023</b> | <b>Trevor Orton</b>    | <b>The condition of pavements in the City Centre</b>                   | <b>Oral response provided at the meeting by Councillor King, Leader of the Council and Portfolio Holder for Strategy</b> | <b>22 February 2023</b> |
| <b>Council, 22 February 2023</b> | <b>Angel Kalyan</b>    | <b>Legal proceedings with the Council</b>                              | <b>Written response to be provided, when query is put in writing.</b>  | <b>-</b>                |
| <b>Council, 22 February 2023</b> | <b>Sir Bob Russell</b> | <b>The impact of highways schemes to improve cycling in Colchester</b> | <b>Oral response provided at the meeting by Councillor King Leader of the Council and Portfolio Holder for Strategy.</b> | <b>22 February 2023</b> |

| <b>Date petition received</b> | <b>Lead Petitioner</b> | <b>Subject Matter</b>         | <b>Form of Response</b>  | <b>Date Completed</b>                     |
|-------------------------------|------------------------|-------------------------------|--|---|
| <b>11 January 2023</b>        | <b>Steve Kelly</b>     | <b>Sustainable Healthcare</b> | <b>Petition is open to 30 April 2023 and outcome will be reported to a future meeting.</b> | <b>Petition is open to 30 April 2023.</b> |