

Scrutiny Panel Meeting

**Online Meeting,
Tuesday, 21 July 2020 at 18:00**

The Scrutiny Panel examines the policies and strategies from a borough-wide perspective and ensure the actions of the Cabinet accord with the Council's policies and budget. The Panel reviews corporate strategies that form the Council's Strategic Plan, Council partnerships and the Council's budgetary guidelines, and scrutinises Cabinet or Portfolio Holder decisions which have been called in.

Information for Members of the Public

Access to information and meetings

You have the right to observe all meetings of the Council, its Committees and Cabinet including those which may be conducted online such as by live audio or video broadcast / webcast. 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>.

Occasionally certain issues, for instance, commercially sensitive information or details concerning an individual have to be considered in private. When this is the case an announcement will be made, the live broadcast will end and the meeting will be moved to consider the matter in private.

Have Your Say!

The Council welcomes contributions in the form of written representations from members of the public at most public meetings. Each representation may be no longer than three minutes (or 500 words, if a written submission). Written submissions must be submitted via the form accessed by this link, before noon on the working day before the meeting date: [Scrutiny Panel Have Your Say!](#) If you wish to speak in person to the Panel, you must register your wish by noon on the previous working day, by emailing democratic.services@colchester.gov.uk, and include a written copy of what you wish to say, in case technical difficulties prevent you joining the meeting. The Chairman will invite members of the public to make their representations at the start of the meeting.

If you would like to submit representations to a meeting and need to find out more, please refer to the Have Your Say! arrangements here:

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

E-mail: democratic.services@colchester.gov.uk
www.colchester.gov.uk

Scrutiny Panel – Terms of Reference

1. To fulfil all the functions of an overview and scrutiny committee under section 9F of the Local Government Act 2000 (as amended by the Localism Act 2011) and in particular (but not limited to):

- (a) To review corporate strategies;
- (b) To ensure that actions of the Cabinet accord with the policies and budget of the Council;
- (c) To monitor and scrutinise the financial performance of the Council, performance reporting and to make recommendations to the Cabinet particularly in relation to annual revenue and capital guidelines, bids and submissions;
- (d) To review the Council's spending proposals to the policy priorities and review progress towards achieving those priorities against the Strategic and Implementation Plans;
- (e) To review the financial performance of the Council and to make recommendations to the Cabinet in relation to financial outturns, revenue and capital expenditure monitors;
- (f) To review or scrutinise executive decisions made by Cabinet, the North Essex Parking Partnership Joint Committee (in relation to decisions relating to off-street matters only) and the Colchester and Ipswich Joint Museums Committee which have been made but not implemented referred to the Panel pursuant to the Call-In Procedure;
- (g) To review or scrutinise executive decisions made by Portfolio Holders and officers taking key decisions which have been made but not implemented referred to the Panel pursuant to the Call-In Procedure;
- (h) To monitor the effectiveness and application of the Call-In Procedure, to report on the number and reasons for Call-In and to make recommendations to the Council on any changes required to ensure the efficient and effective operation of the process;
- (i) To review or scrutinise decisions made, or other action taken, in connection with the discharge of functions which are not the responsibility of the Cabinet;
- (j) At the request of the Cabinet, to make decisions about the priority of referrals made in the event of the volume of reports to the Cabinet or creating difficulty for the management of Cabinet business or jeopardising the efficient running of Council business;

2. To fulfil all the functions of the Council's designated Crime and Disorder Committee ("the Committee") under the Police and Justice Act 2006 and in particular (but not limited to):

- (a) To review and scrutinise decisions made, or other action taken, in connection with the discharge of those functions by the responsible authorities of their crime and disorder functions;
- (b) To make reports and recommendations to the Council or the Cabinet with respect to the discharge of those functions.

COLCHESTER BOROUGH COUNCIL
Scrutiny Panel
Tuesday, 21 July 2020 at 18:00

The Scrutiny Panel Members are:

Councillor Kevin Bentley
Councillor Lewis Barber
Councillor Tina Bourne
Councillor Paul Dundas
Councillor Chris Hayter
Councillor Mike Hogg
Councillor Sam McCarthy
Councillor Lorcan Whitehead

Chairman
Deputy Chairman

The Scrutiny Panel Substitute Members are:

All members of the Council who are not Cabinet members or members of this Panel.

AGENDA
THE LIST OF ITEMS TO BE DISCUSSED AT THE MEETING
(Part A - open to the public)

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

Live Broadcast

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

<https://www.youtube.com/user/ColchesterCBC>

1 Welcome and Announcements (Virtual Meetings)

The Chairman will welcome members of the public and Councillors to the meeting and remind those participating to mute their microphones when not talking. The Chairman will invite all Councillors and Officers participating in the meeting to introduce themselves. The Chairman will, at regular intervals, ask Councillors to indicate if they wish to speak or ask a question and Councillors will be invited to speak in turn by the Chairman. A vote on each item of business will be taken by roll call of each Councillor and the outcome of each vote will be confirmed by the Democratic Services Officer.

2 Substitutions

Councillors will be asked to say if they are attending on behalf of a Committee member who is absent.

3 Urgent Items

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

4 Declarations of Interest

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

5 Minutes of Previous Meeting

There are no minutes to approve at this meeting.

6 Have Your Say! (Virtual Meetings)

Members of the public may make representations to the meeting. Each representation may be no longer than three minutes (500 words). Members of the public may register their wish to address the meeting by registering online by 12.00 noon on the working day before the meeting date. In addition a written copy of the representation will need to be supplied for use in the event of unforeseen technical difficulties preventing participation at the meeting itself.

7 Decisions taken under special urgency provisions

The Councillors will consider any decisions by the Cabinet or a Portfolio Holder which have been taken under Special Urgency provisions.

8 Cabinet or Portfolio Holder Decisions called in for Review

The Councillors will consider any Cabinet or Portfolio Holder decisions called in for review.

9 Items requested by members of the Panel and other Members

(a) To evaluate requests by members of the Panel for an item relevant to the Panel's functions to be considered.

(b) To evaluate requests by other members of the Council for an item relevant to the Panel's functions to be considered.

Members of the panel may use agenda item 'a' (all other members will use agenda item 'b') as the appropriate route for referring a 'local government matter' in the context of the Councillor Call for Action to the panel. Please refer to

the panel's terms of reference for further procedural arrangements.

- 10 **Presentation by the North East Essex Health & Wellbeing Alliance**
- A presentation on the work of the Alliance, from Mark Jarman-Howe, Chairman of the North East Essex Health & Wellbeing Alliance, and Pam Donnelly, Strategic Director of Customer and Relationships for Colchester Borough Council.
- 11 **Year End April 2019 – March 2020 Performance Report including progress on 2018-2021 Strategic Plan Action Plan** 9 - 60
- The Panel is invited to consider the year end performance for 2019 - 2020. This includes progress of our performance measures and an update on the Strategic Plan Action Plan (SPAP).
- 12 **Annual Scrutiny Report** 61 - 70
- This report sets out the work of the Scrutiny Panel during 2019/20 and requests that the Panel recommend the report to Council for approval on 21 October 2020.
- 13 **Work Programme 2020-21** 71 - 84
- This report sets out the current Work Programme 2020-2021 for the Scrutiny Panel. This provides details of the reports that are scheduled for each meeting during the municipal year.
- 14 **Exclusion of the Public (Scrutiny)**
- In accordance with Section 100A(4) of the Local Government Act 1972 and in accordance with The Local Authorities (Executive Arrangements) (Access to Information) (England) Regulations 2000 (as amended) to exclude the public, including the press, from the meeting so that any items containing exempt information (for example confidential personal, financial or legal advice), in Part B of this agenda (printed on yellow paper) can be decided. (Exempt information is defined in Section 100I and Schedule 12A of the Local Government Act 1972).

Part B

(not open to the public including the press)

21 July 2020

Report of	Assistant Director (Corporate and Improvement)	Author	Richard Block ☎ 506825
Title	Year End April 2019 – March 2020 Performance Report including progress on 2018-2021 Strategic Plan Action Plan		
Wards affected	Not applicable		

1. Executive Summary

- 1.1 The Panel is invited to consider the year end performance for 2019 - 2020. This includes progress of our performance measures and an update on the Strategic Plan Action Plan (SPAP).

2. Action Required

- 2.1 To consider the performance levels described in the attached reports for the organisation's ability to operate effectively and achieve its strategic goals.

3. Reason for Scrutiny

- 3.1 To review year end KPI performance for 2019 - 2020; ahead of Cabinet on 2 September 2020.

4. Background Information

- 4.1 The Council has agreed key performance areas which it uses as part of its Performance Management Framework to help monitor progress and improvement. This report provides an update of the Council's Key Performance Indicators and a review of progress against our Strategic Plan
- 4.2 The report on KPIs now features an improved graphical presentation of year-to-date performance, previous year performance and targets.
- 4.3 At the year end point for April 2019 - March 2020, the overall position was that ten of our targets were achieved (or 'green'), and three did not meet the target in full ('red').
- 4.4 Of the ten KPIs that have been achieved ('green' KPIs), it is worth noting that some have excelled. This is particularly the case in relation to Housing Benefit and Local Council Tax Scheme (KPI K1B1) where residents are receiving benefit after an average of two and three days processing time respectively.
- 4.5 There has been excellent progress delivering additional homes, with 1,124 being delivered this year against a target of 920 and 237 affordable homes delivered during the period. Targets for processing all types of Planning applications have also been exceeded. Sickness levels have improved significantly at 8.76 days (this time last year the rate was 9.65 days).

- 4.6 Targets have not been met for 3 indicators ('red' KPIs). These are: Full Homelessness Duty Owed, Residual Waste per Household and Number of weekly missed collections.
- 4.7 The Full Homelessness Duty Owed target should be treated with caution as there is no nationally recognised standard for measurement and no baseline data. The current measure shows those who have a full homelessness duty owed as a proportion of those who have had a personal housing plan. The indicator for homelessness has been re-set to 30% for 2020 - 2021 after analysis of the data suggested the current target was not realistically achievable.
- 4.8 The 'red' status of the Residual household waste has followed a similar pattern to last year, albeit slightly above the actual for each month. 2019/20 saw performance of 1% above the end of year actual for 2018 - 2019, which was 346.43kg. The target is extremely ambitious and even though it was just missed the levels of waste our residents produce is still amongst the lowest in the region.
- 4.9 In relation to weekly missed collections, the performance of the Service in this area in the last quarter saw a marked improvement. Whilst cumulatively the average number of missed collections was 217, the monthly average for February and March were 148 and 149 respectfully compared to 346, the peak in July 2019.
- 4.10 The second-year actions of a three-year SPAP demonstrate our position at the end of 2019-2020. The current Strategic Plan was reviewed earlier this year and, in March 2020, new Strategic Priorities were agreed for 2020-2021. As a result of the Covid-19 pandemic the projects to deliver against these new priorities are being reviewed and once this review is complete a revised SPAP will be developed.
- 4.11 The Council has also received a number of awards and accreditations, highlighted at the end of Appendix C.

5. Equality, Diversity and Human Rights implications

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

6. Strategic Plan References

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

7. Consultation

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

8. Publicity Considerations

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

9. Financial implications

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

10. Health, Wellbeing and Community Safety Implications

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

11. Health and Safety Implications

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

12. Risk Management Implications

- 12.1 We aim to deliver against performance indicators and the Strategic Plan Action Plan Actions, as both form a key part of our performance framework and expectations around delivery of our priorities to the residents of Colchester borough.

13. Environmental and Sustainability Implications

- 13.1 The three overarching objectives contained in the National Planning Policy Framework have been considered and where appropriate, have been applied within the Strategic Plan Action Plan.
- 13.2 **Economic objective.** Ensuring that sufficient land is available to support growth and innovation.
- 13.3 **Social objective.** Supporting strong, vibrant and healthy communities.
- 13.4 **Environmental objective.** Protecting and enhancing our historic environment.

Appendices

- A. Strategic Plan Action Plan Year End Report covering April 2019 – March 2020.
- B. KPI Year End Report covering April 2019 – March 2020.
- C. Awards and Other Performance News covering April 2019 – March 2020.
- D. Draft Cabinet Report.

Corporate Key Performance Indicators Year End Report April 2019 - March 2020

K1B1 Housing Benefit →

K1B1 LCTS →

K1H1 Additional Homes →

K1H2 Affordable Homes →

K1H3 Homelessness →

K1H4 Rent Collected →

K1H5 Voids →

K1P1 Planning Apps (Majors) →

K1P1 Planning Apps (Minors) →

K1P1 Planning Apps (Others) →

K1R1 Council Tax →

K1R2 NNDR →

K1R3 Sickness →

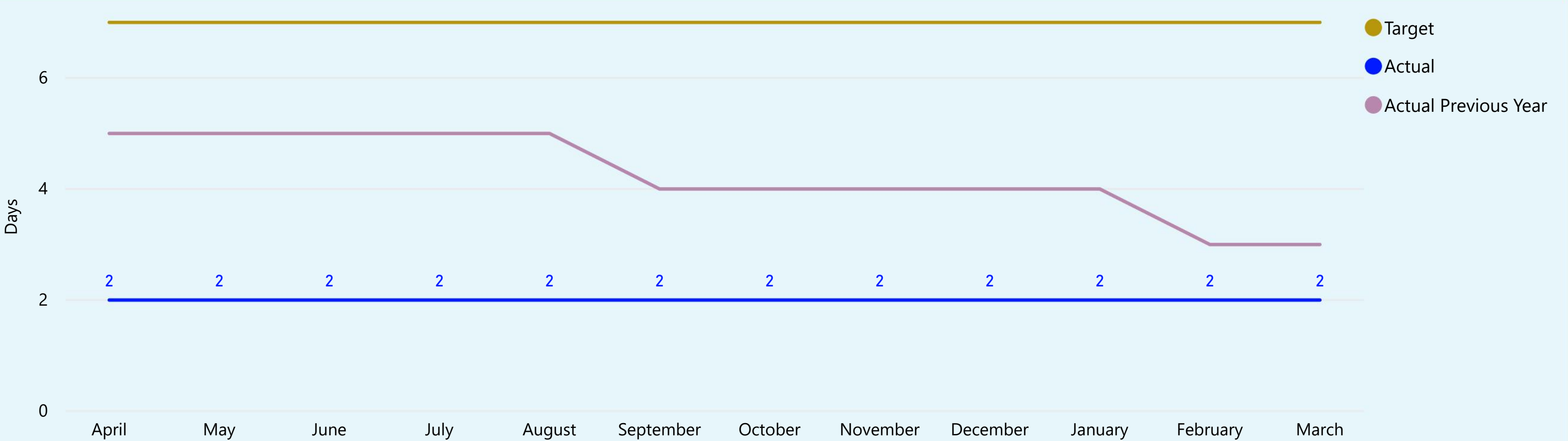
K1W1 Residual Waste →

K1W2 Recycled Waste →

K1W3 Missed Bins →



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



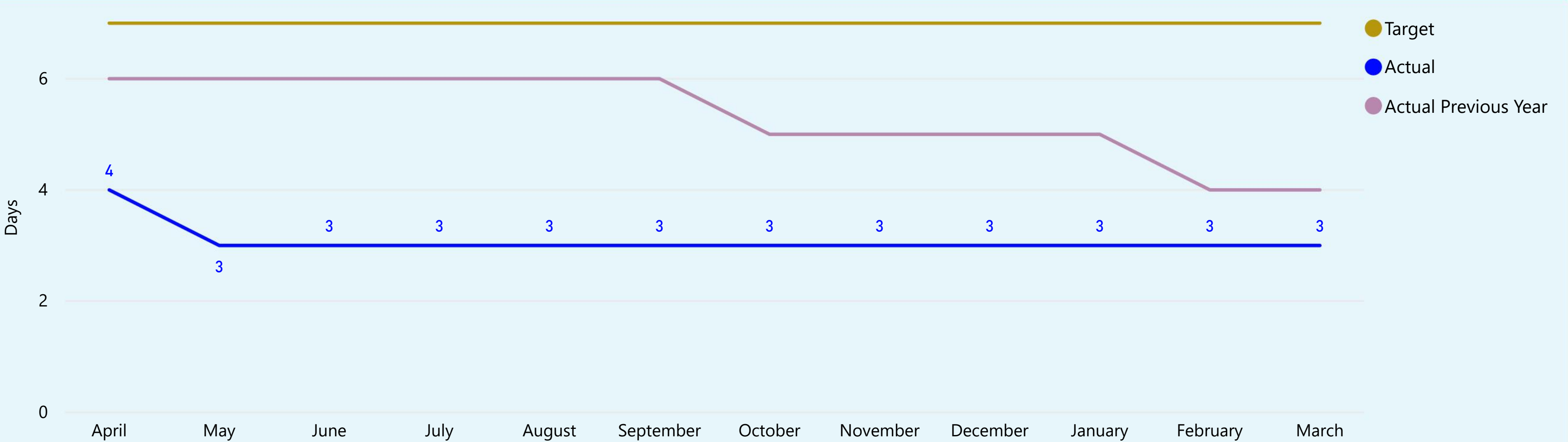
Target	Actual	Actual Previous Year
7	2	3

Supporting Narrative

The team has posted a very positive performance which has exceeding target.

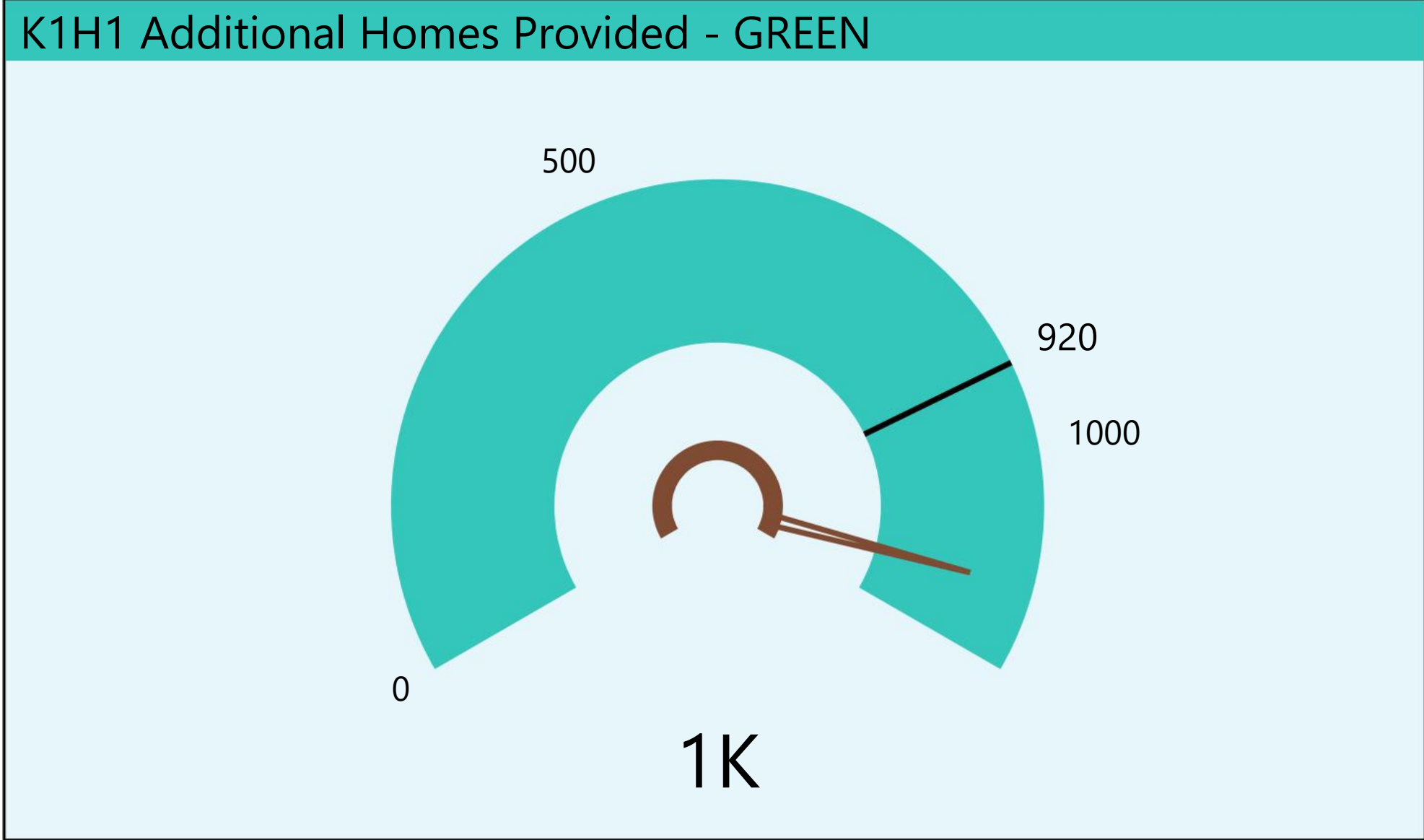
Eligible benefit has been distributed quickly to residents. Processing speed is top quartile nationally.

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



Target	Actual	Actual Previous Year
7	3	4





June

September

December

March

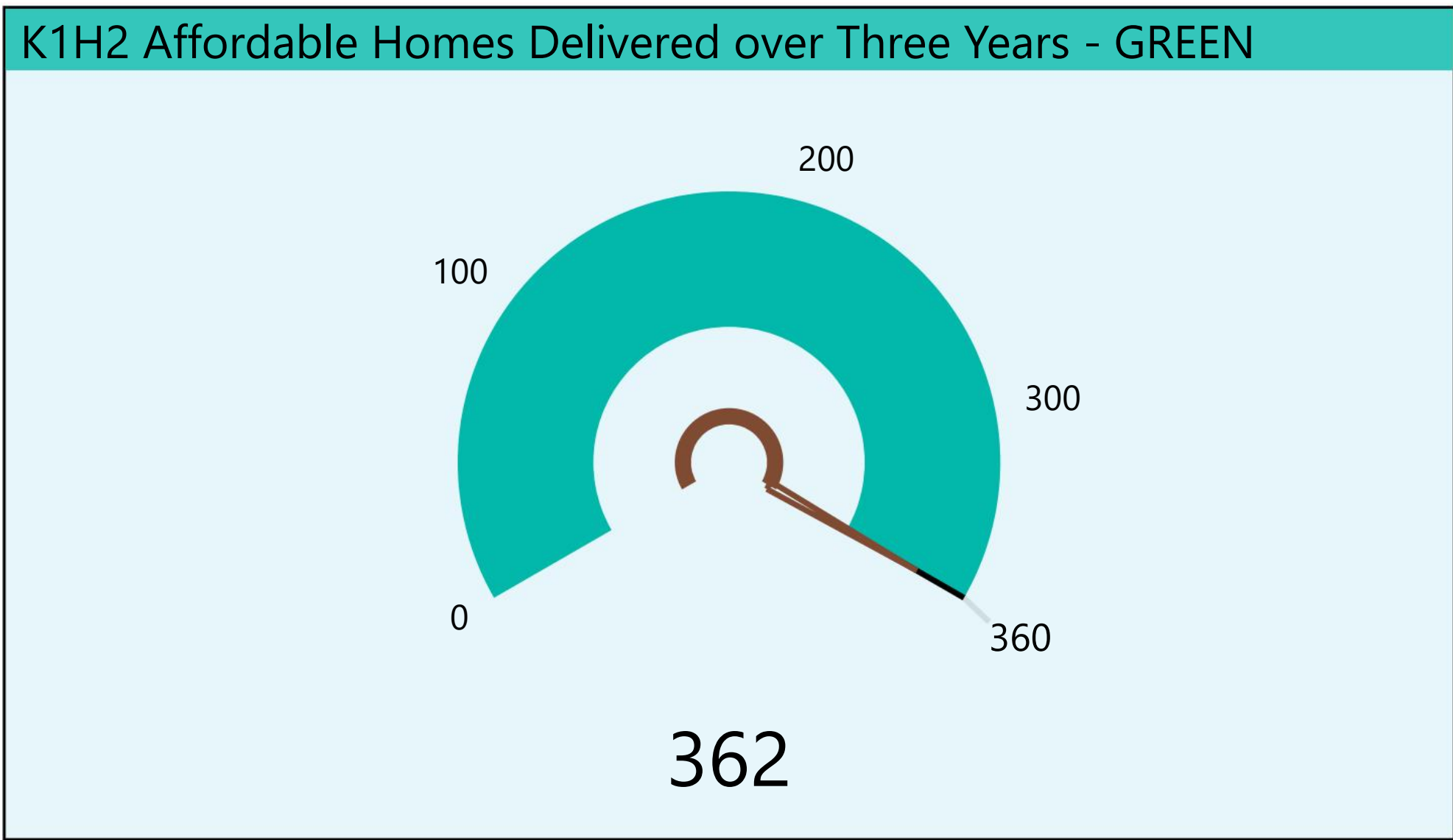
Actual towards Target and RAG Status

1124✓
Target: 920

Supporting Narrative

Housing delivery remained high over the year and the annual target was met. Slowdown in March did not affect the result.

Target	Actual	Financial Quarter
920	1124	4



Actual against Year Two Target

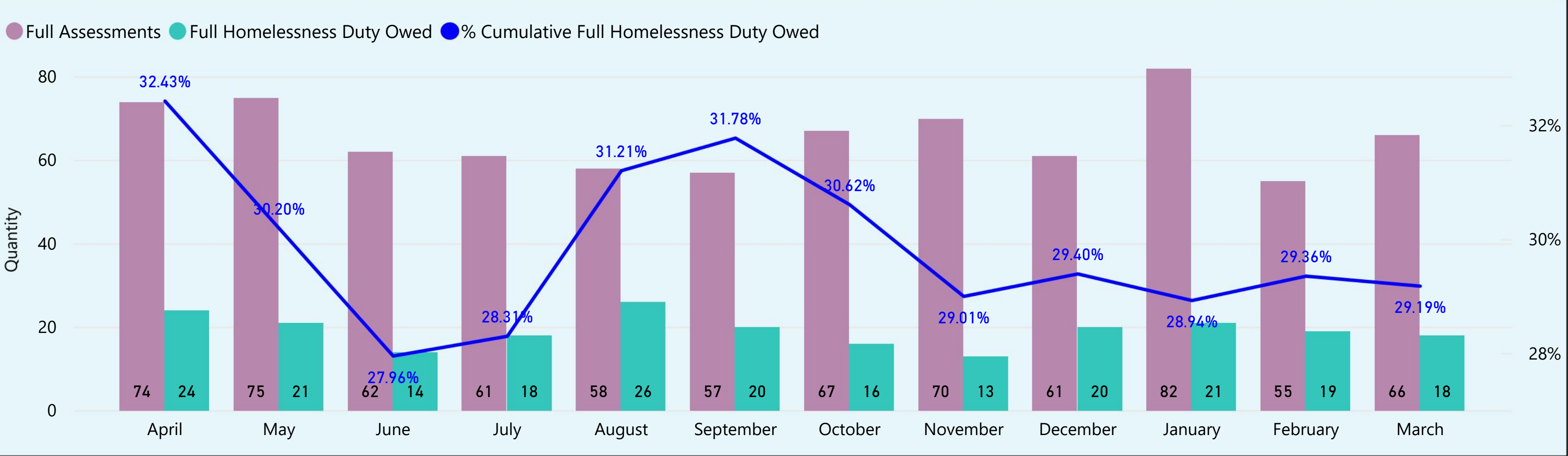
362✓
Year Two Target: 240

Supporting Narrative

There was a significant increase in affordable housing delivery in 2019/2020 with 237 affordable homes completed. Of the 237, a total of 35 homes were purchased by the Council. This brings the total delivery to 362 homes against an increased target of 400 affordable homes by the end of the three-year period.

Actual	Year Two Target
362	240

K1H3 Full Homelessness Duty Owed - RED

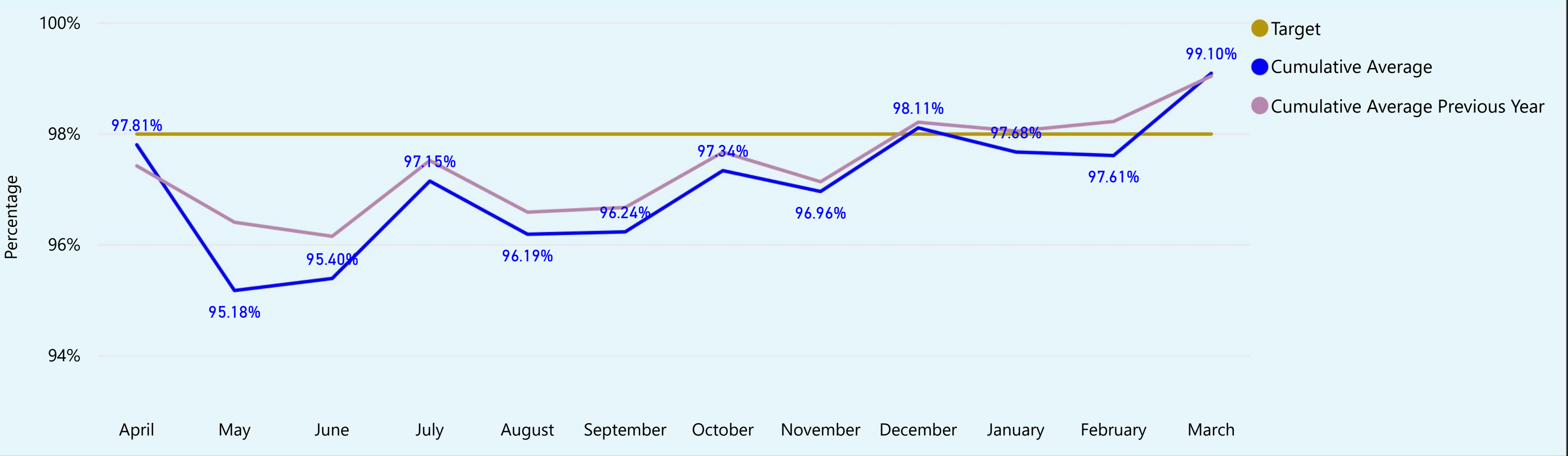


Supporting Narrative

The indicator for homelessness has been re-set to 30% for 2020/21 after analysis of the data suggested the current target was not realistically achievable.

Monthly	K1H3 Target
27.27%	20%

K1H4 Rent Collected - GREEN

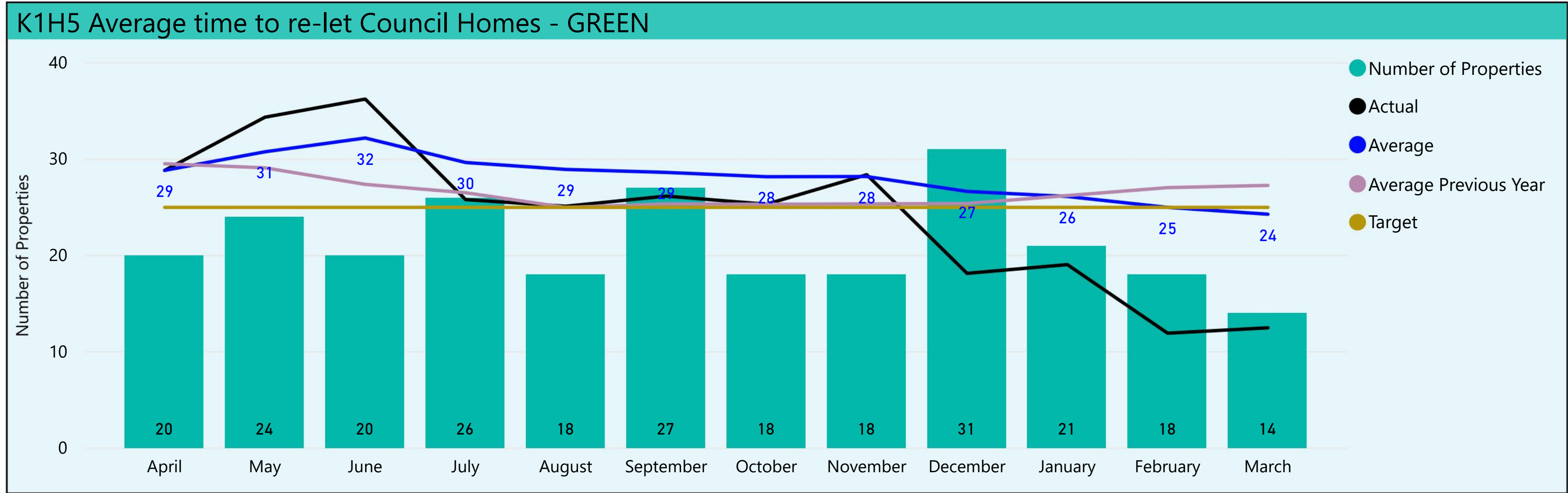


Supporting Narrative

Rent collection was consistently strong throughout 2020/21 culminating in exceeding the year end target.

Target	Cumulative Average	Cumulative Average Previous Year
98%	99.10%	99.04%





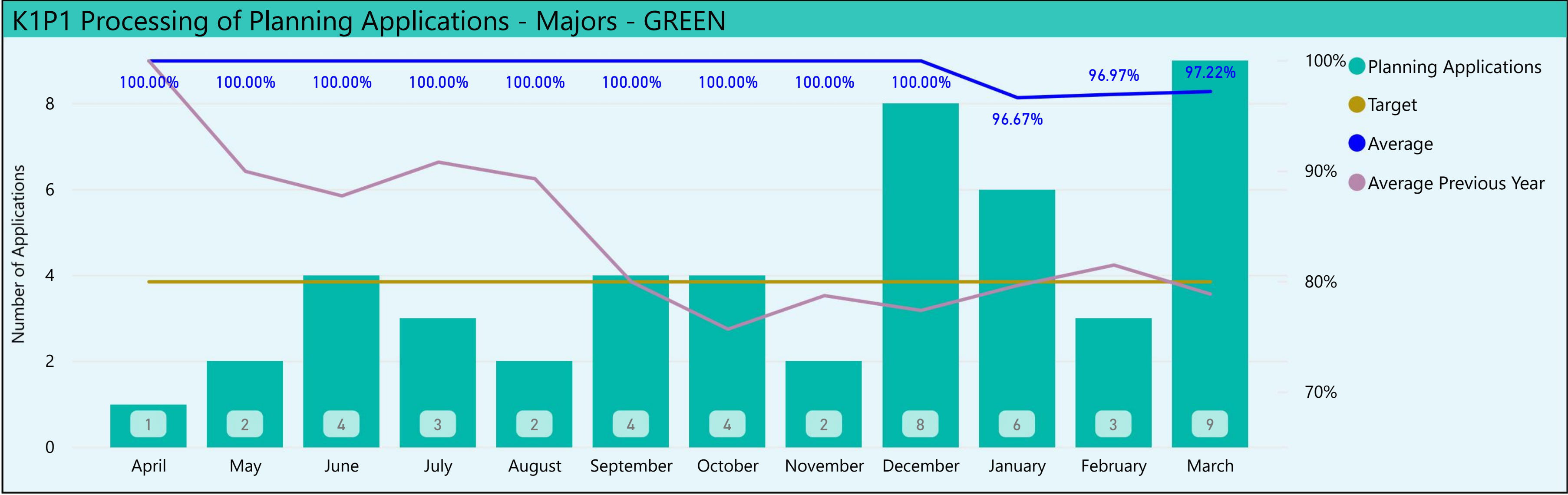
Supporting Narrative

Performance in the last 4 months of 2019/20 was particularly strong following focussed work to improve the “void” process and performance of a new works contractor.

The results of this were better than expected and overturned the poorer performance in the 1st half of 2019/20 (resulting from issues with a past contract) to achieve the year-end target in March.

Target	Actual	Actual Previous Year	Average	Average Previous Year	Number of Properties	Cumulative Number of Properties
25	12.50	29.84	24.29	27.28	14	255

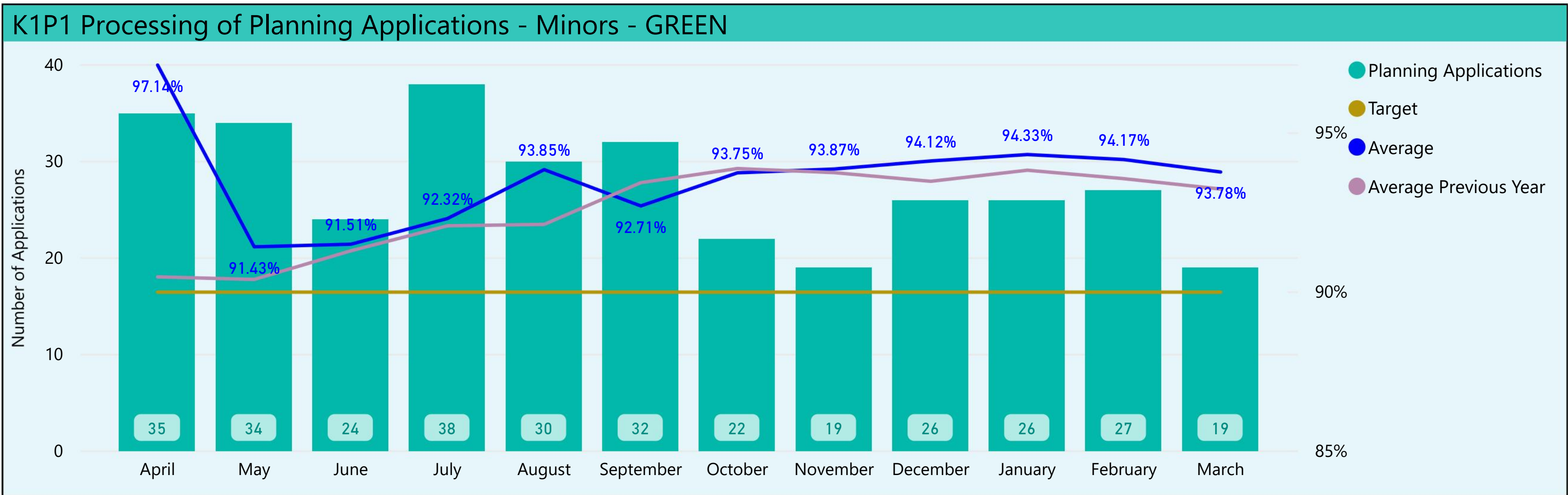




Supporting Narrative

The team achieved a consistently high level of decision making for major applications, 48 Major applications were determined during this period, performance is on track and targets have been met.

Target	Average	K1P1a Cumulative Planning Applications
80%	97.22%	48

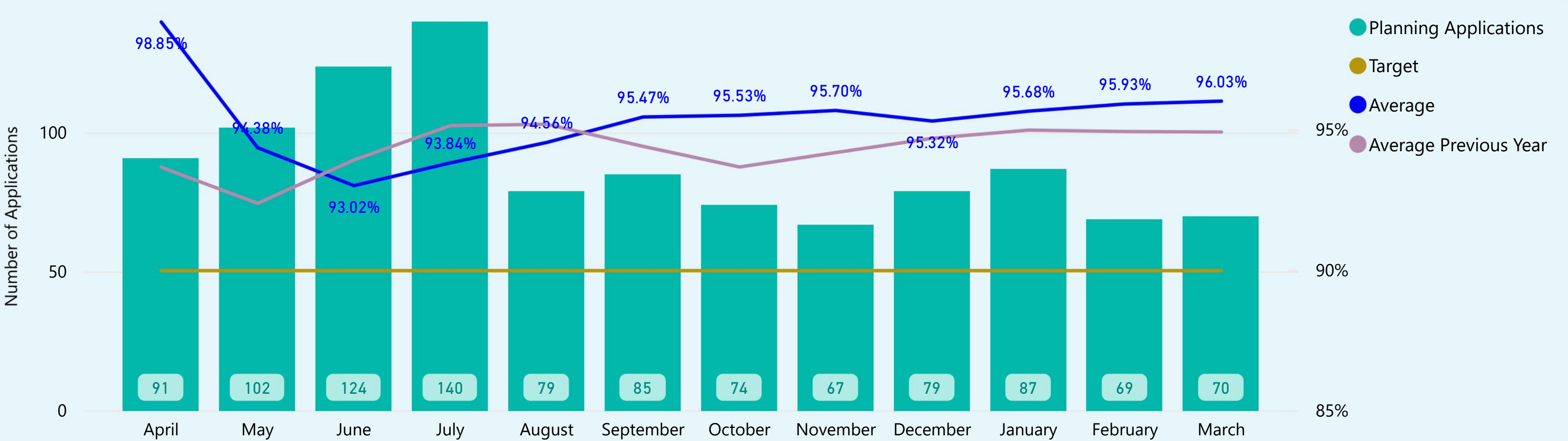


Supporting Narrative

The team achieved a consistently high level of decision making for minor applications, 332 minor applications were determined during this period, in a category that includes applications up to 10 new dwellings, commercial development of up to 1,000 square metres of floorspace, or sites with areas of up to 1 hectare, performance is on track and targets are being met.

Target	Average	K1P1b Cumulative Planning Applications
90%	93.78%	332

K1P1 Processing of Planning Applications - Others - GREEN

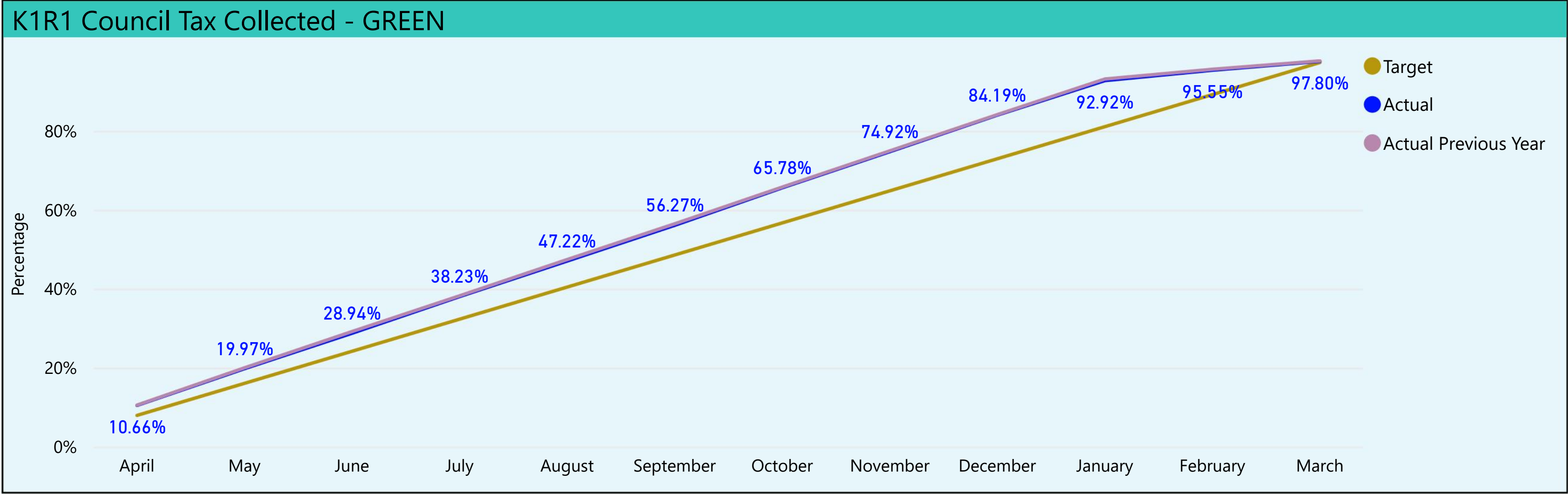


Supporting Narrative

The team achieved a consistently high level of decision making for “other” planning applications, with 1067 applications determined during this period, in a category which includes householder extensions, changes of use, adverts and lawful development certificates. This category saw the highest number of applications and forms the bulk of the planning work. Performance is on track and targets are being met.

Target	Average	Cumulative Planning Applications
90%	96.03%	1067



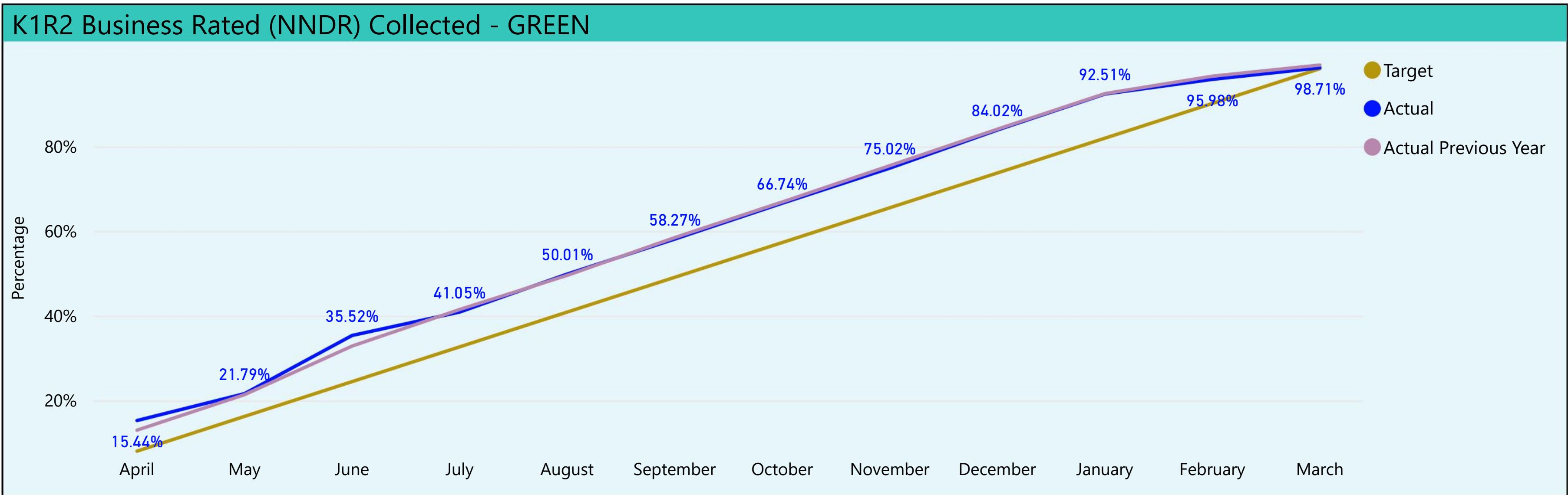


Supporting Narrative

Council Tax based increased by just under £7million from 18/19 to 19/20. Target for collection was exceeded.

Full SPD review was also completed during the year helping to reduce numbers of discounts, this should lead to increased revenue in 20/21.

Target	Actual	Actual Previous Year
97.50%	97.80%	97.91%

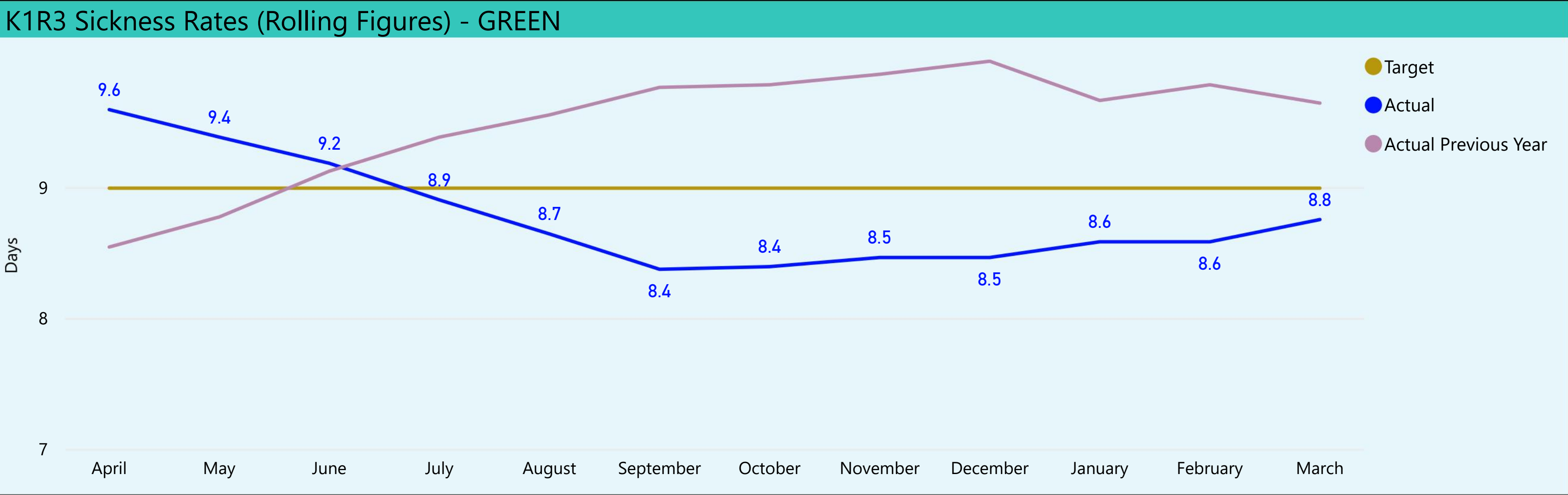


Supporting Narrative

Collection target was exceeded through proactive work by the team throughout the year. Large companies in administration failed to pay during the last few months of the year, as well as impact of Covid19 in March which will be reflected in these figures.

Target	Actual	Actual Previous Year
98.50%	98.71%	99.36%

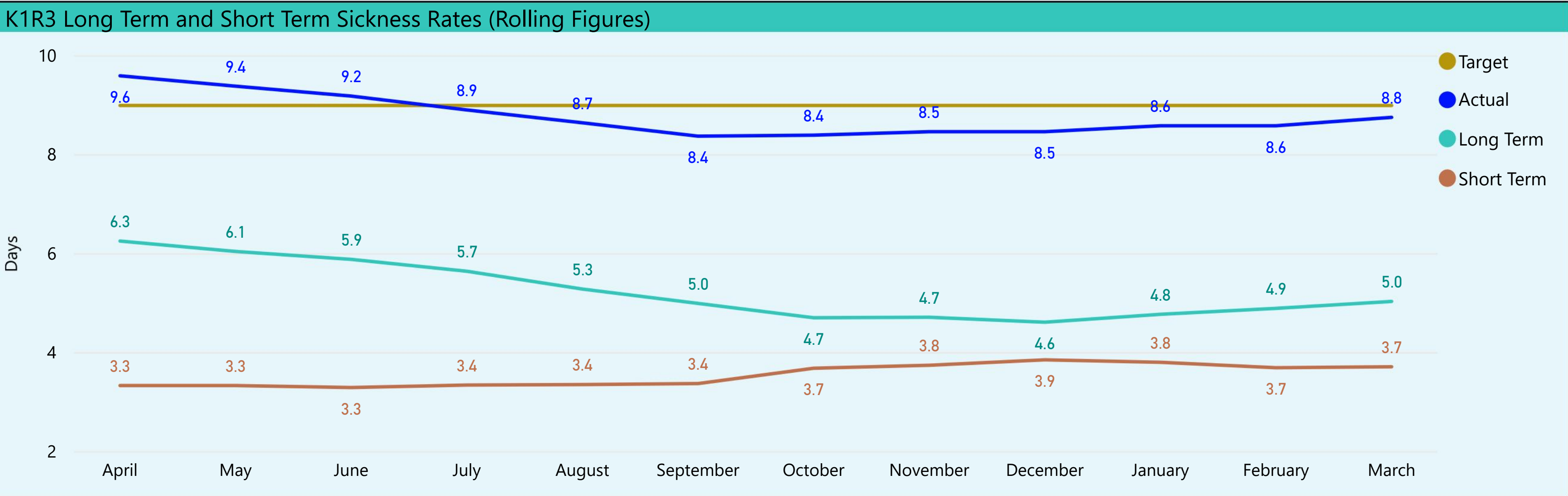




Supporting Narrative

Target achieved through a combination of pro-active sickness absence management and wellbeing initiatives.

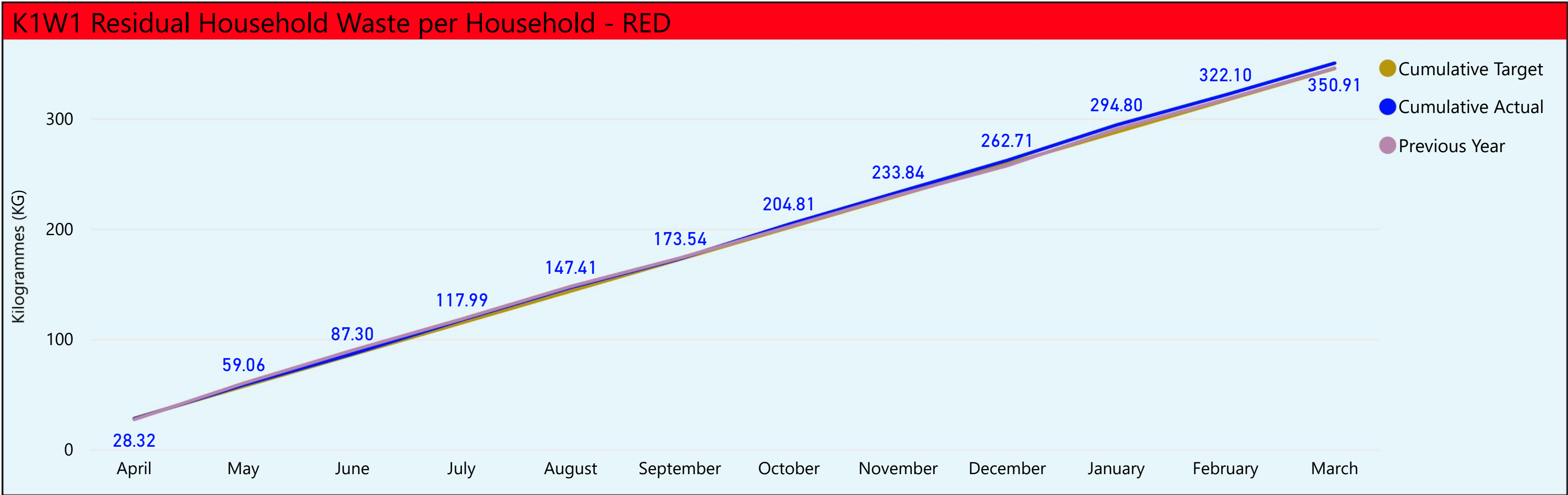
Since Covid19 we have been reporting and monitoring sickness daily.



Target	Actual	Actual Previous Year
9	8.76	9.65

Actual	Long Term	Short Term
8.76	5.04	3.72



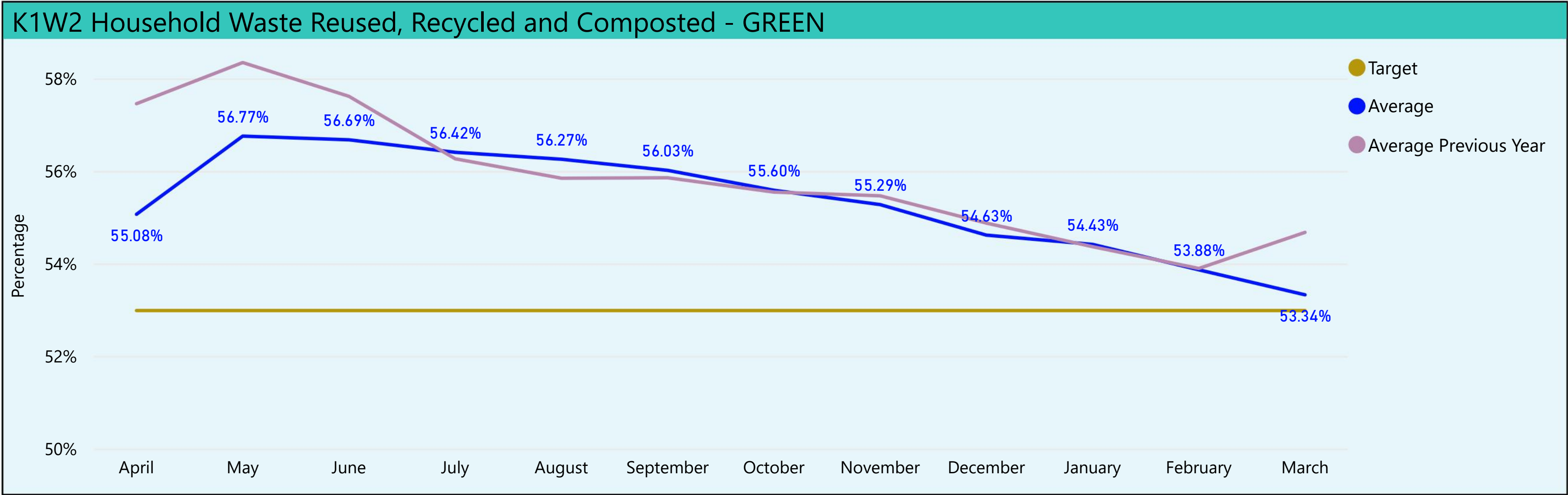


Supporting Narrative

Residual household waste has followed a similar pattern to last year, albeit slightly above the actual for each month. 2019/20 saw an increase of 1% above the end of year actual for 2018/19, which was 346.43kg.

Regionally Colchester produces one of the lowest levels of residual waste.

Cumulative Target	Cumulative Actual	Previous Year
346.00	350.91	346.43



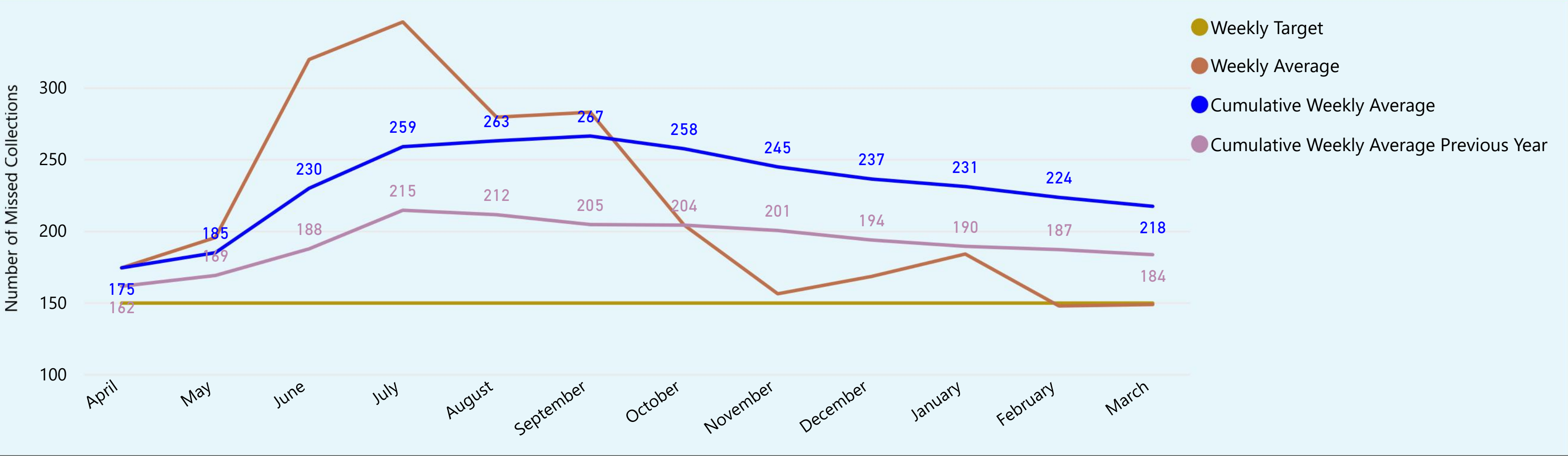
Supporting Narrative

Household recycling has continued to perform well, both against the target and regionally.

Target	Average	Average Previous Year
53%	53.34%	54.69%

⬅️

K1W3 Number of Weekly Missed Collections - RED



Supporting Narrative

An over reliance on agency staff and the difficulties faced by the Service early in the year had an impact on the ability for the Service to maintain this target.

However, the performance of the Service in this area in the last quarter saw a marked improvement. Whilst cumulatively the average number of missed collections was 217, the monthly average for February and March were 148 and 149 respectfully compared to 346, the peak in July.

Weekly Target	Weekly Average	Cumulative Weekly Average	Cumulative Weekly Average Previous Year	Target % Missed	Actual % Missed
150	149.00	217.53	183.79	0.06%	0.04%



Our Colchester

2018 – 2021 Strategic Plan Action Plan (SPAP)

Year Two (2019-2020) Year End Report

GROW

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

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

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

G3 - Promote inward investment to the borough.

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

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

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

Action	Achievements
Maintain and promote Colchester's Museums and 2019's Adorn Exhibition.	Despite the closure of Colchester's museums on the 16 March, the Castle saw 88,160 visitors (including school groups) over the course of the year, up modestly from 87,580 on the previous year. Total income at the Castle is on target at £548,487 (target £547,900). 32,189 visitors attended the ADORN exhibition, excluding school groups. The total number of visitors to the three museums in Colchester was 160,520, down just 516 people on 2018/19 despite March's closures.
Provision of excellent visitor services and tourism promotion of Colchester.	Highlights of the Colchester Visitor Survey 2019 conducted at the VIC: Of those questioned 54% were from the UK outside of the local area and 44% from overseas. 70% making a first visit to Colchester. 18% visited as a result of print, online or other promotions including the Colchester TV ad. Top reasons for visiting

were heritage and culture, things most enjoyed: museums, parks and open spaces, heritage and architecture. The large number of independent shops was also referenced. 97% rated Colchester's visitor attractions good or excellent; 88% rated overall appearance of the town centre good or excellent; 92% rated the welcome they received across the town as good or excellent.

Bespoke promotional initiatives delivered in addition to core print, online and event promotions which include the www.visitcolchester.com website, the official Visitor and Mini guides and attendance at travel trade shows:

Visit Colchester chosen as one of four destinations nationally to take part in the 'Game of thrones UK Takeover';

Official promotional tie in between Visit Colchester and the feature film of the popular children's BBC TV history programme and book franchise 'Horrible Histories: Rotten Romans' made.

'Colchester For Free' campaign promoting free attractions, events and activities took place across the Borough in summer 2019. The project aligned with the Livewell campaign and was aimed at including residents and visitors with limited financial resources. It included the Colchester Family Heritage Treasure Trail - a free family activity with a prize for those completing the Trail. The latter featured the Roman Circus Centre and the Roman Church to raise awareness of those sites, in alignment with broader Alliance objectives around heritage. Just under 800 copies of the trail were either downloaded or collected from the VIC

An Easter/ start of tourism season promotional campaign including the launch of a new website was pulled due to Corvid 19 and will be rescheduled as part of a recovery package later in the year.

Develop and implement a business plan for Council owned car parks to ensure they provide an adequate provision of spaces in a welcoming environment at a competitive price and remain relevant to the expected growth of the Borough.	The business plan was completed and passed political scrutiny; to be consulted upon between April and June.
Deliver new and improved Mercury Theatre by September 2020.	Despite some in-year challenges this project remains on schedule to complete in August and re-open in September 2020.
G2 Ensure residents benefit from Colchester's economic Growth with skills, jobs and improving infrastructure.	
Action	Achievements
Deliver the Fixing the Link and North Bridge Conservation Enhancement Area (NBCEA) and other Station Travel Plan projects to encourage more people to walk from the station to the town centre.	<p>North Station Road and Environs designated as a Conservation Area in October 2019.</p> <p>Continuing to liaise and work with Greater Anglia to enable improvements in the vicinity of Colchester Station and encourage more people to walk and cycle to the station.</p>
Delivery of Northern Gateway project (Turnstone), United Way and Sports (North of A12) to extend Colchester's offer and sense of arrival.	Prior to Covid-19 impacts, the Sports Park was due to open in September. The Walk (Boulevard) was due to commence work shortly, the energy centre was also due to start work in the summer. A revised deal at Turnstone requires a new planning permission to be submitted in the Spring/Summer of 2020 whilst the South Masterplan is still under consideration and due to be determined in August 2020.

<p>Support Skills Development across Colchester.</p>	<p>The introduction of the apprenticeship levy allowed us to take a much more strategic approach by using apprenticeships to address future workforce needs and close critical skills gaps.</p> <p>11 new apprentices started were recruited in 2019/20 and 21 existing staff started new apprenticeship programmes which has supported our ambition to develop and enhance the skills of our workforce.</p> <p>The museums service received funding in 2018 to deliver the 'Transforming People to Transform Museums' trainee programme (TPtTM). The following elements have been delivered:</p> <ul style="list-style-type: none"> • All 9 year 1 trainees completed the traineeship with three going on to find work in the museum sector and 1 to complete level 4 training in social care • Year 2 trainees have been recruited through Job Centre drop- in sessions, creating links with other community projects and liaison with Sixth form colleges and schools • Trainees have participated and completed the "Working with Volunteers" course run by Community Action Suffolk to gain valuable experience and training • Year 2 trainees continuing to design community projects for the summer that will provide an open and inclusive learning experience for some of the communities' under represented groups • Year 2 trainees working closely with the Hold (Suffolk records Office) to design heritage walks and curate the Pride exhibition • Ipswich, Leiston, Stowmarket, Newmarket and Colchester JCP'S now offering drop -in sessions for the project officer to attend and speak to targeted individuals who have been put forward by their case worker
--	---

	<ul style="list-style-type: none"> All supervisors from CIMS and partner museums are being offered targeted courses such as Mind's 'Mental Wellbeing' course, City and Guilds Learning to Assess course and a bespoke course on mentoring to enable them to increase their skills and confidence
G3 Promote inward investment to the borough.	
Action	Achievements
Ensure there is a supply of employment land and premises to attract new business and allow existing firms to expand and thrive.	Additional hearing sessions in January 2020. Inspectors letter awaited to inform next steps to adopt new LP. Plentiful supply for employment land in adopted and emerging LP's. Proposals approved and further inquiries from commercial developers.
Produce an updated Economic Strategy for the Borough.	Evidence base work published but work on Strategy on hold due to Covid-19 priorities and need to support local businesses.
G4 Develop jobs, homes, infrastructure and communities to meet the borough's future needs by creating new Garden Communities.	
Action	Achievements
Adoption of a new Local Plan and Development Plan Documents (DPD) for Garden Communities.	Additional hearing sessions in January 2020. Inspectors letter awaited to inform next steps.

Progress and develop options to inform future delivery of Rapid Transit.	<p>In August 2019, it was announced that the A120/A133 Link Road and Rapid Transit System (RTS) had been successful in securing funding.</p> <p>In Autumn 2019, ECC carried out public consultation on RTS (and link road) route options.</p>
Securing and utilising S106 contributions to fund community infrastructure.	Contributions introduced as a unilateral undertaking (legal agreements) under S106 of the Act on 1.12.19 to capture schemes for under 10 units. Monitoring fees reintroduced on all S106 agreements.
G5 Work with partners to create a shared vision for a vibrant town centre.	
Action	Achievements
Develop a multi-agency night time economy (NTE) action plan to create a diverse, vibrant and safe town centre at night.	<p>Robust enforcement through use of Town Centre Action Plan is being used and we are working with partners to reduce begging and street drinking in Town Centre. Toward the end of 2019 in a 5-month period, 452 FPN's issued using Artemis enforcement (external contractor) for weekends and night-time economy.</p> <p>Nights of action, supported by Essex Police's Operational Support Group, took place on the 5 and 19 October and 7 December resulting in 6 arrests, and 1 vehicle seized.</p> <p>Project Servator (which aims to deter, detect and disrupt a range of criminal activity, including terrorism, while providing a reassuring presence for the public); 89 deployments between April and November resulting in 7 arrests and submission of 26 intelligence reports.</p> <p>Work in partnership with the 'Proactive Team' in Essex Police is being undertaken to assist with enforcement campaigns, including action around licensing. As well as</p>

	<p>stop and search work on Licensed vehicles in relation to drug running, trafficking and CSE. Stopped and checked 70 plus vehicles.</p> <p>Continued work with all venues through pub watch in relation to the NTE. Update and training sessions carried out by the Police and counter terrorism team, also Stop the Traffic in relation to CSE and vulnerable groups.</p>
Progress redevelopment of Vineyard Gate as a new urban quarter to compliment the town centre and provide an attractive mixed-use development which enhances the town wall.	The scheme is a major Town Centre site being adapted to reflect changing markets and town centre requirements and will be considered along with other sites in the Town Centre as part of the Town Deal programme of work and possible 'Recovery' proposals in the coming year.
Improve cleanliness and community safety to town centre during the day.	<p>We are currently running Cycling Enforcement and Education Days in partnership with the Police.</p> <p>In June we were going to launch a littering campaign where we advertised and recruited for more litter warriors.</p> <p>We have now purchased two new Karcher machines which enables us to clean the streets in the town centre to a very high standard.</p> <p>The wardens are working in partnership with The Bid Ambassadors on The Neat Streets Campaign signing up businesses to take a pride in their shop fronts.</p> <p>Wardens are working with the PCSO's and CBH outreach workers to tackle ASB within the town centre under the Public Space Protection Order.</p> <p>We have now recruited two Enforcement Wardens to serve the night-time economy.</p>

	Regular TCAP meetings held with the police, probation, CBH Anti-Social Behaviour team to ensure an excellent multi agency approach to ASB.
--	--

Responsibility – Encouraging everyone to contribute to making our borough even better:

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

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

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

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

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

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

Action	Achievements
Take an Asset Based Community Development Approach (ABCD) – Enable the growth of sustainable resilient communities, building capacity, connections and empowering people to take action on things that are important to them.	<p>Working in partnership with Nurture Development, a series of training sessions and workshops have been delivered to both statutory and voluntary sector partners and community members across the system and across the borough. Thus far a total of 6 training sessions or workshops have been delivered since July 2019 with more to follow, delivering to approximately 90 attendees.</p> <p>In addition, LDP team are working with University of Essex to ascertain the impact of the ABCD approach.</p>

Supporting parish councils to prepare Neighbourhood Plans (NHP) for their communities.	Wivenhoe, West Bergholt and Eight Ash Green Neighbourhood Plans adopted. Tiptree NP submitted for consultation prior to examination and referendum. West Mersea and Marks Tey NP's also progressing well.
R2 Encourage re-use and recycling to reduce waste to landfill.	
Action	Achievements
Continue to promote waste minimisation, reduction and recycling to our residents.	<p><u>Residual household waste per household</u></p> <p>Target: 346kg per household.</p> <p>Actual: 350.91kg per household.</p> <p>Colchester continues to produce low levels of residual waste.</p> <p><u>Household waste reused, recycled and composted</u></p> <p>Target: 53%.</p> <p>Actual: 53.34%.</p> <p>Colchester continues to reuse, recycle and compost high levels of material.</p> <p>Comparing with other Local Authorities in the Region, Colchester is in the top 5 Authorities.</p>
R3 Educate those residents who behave anti-socially about the impact of their behaviour.	
Action	Achievements

<p>Multi-Partnership approach to understanding and tackling local priorities linked to anti-social behaviour.</p>	<p>Annual Partnership Plan produced for the period April 2019 – March 2020 (following partnership consultation and Strategic Assessment of Crime). Key Priorities are to tackle organised criminality, gangs and county lines, driving down anti-social behaviour and violent crime in public places and increasing confidence in identifying and reporting hidden harms.</p> <p>Robust enforcement through use of the Town Centre Action Plan and working with partners to reduce begging and street drinking in Town Centre.</p> <p>Multi Agency Coordination Panel (MACP) in which partners have targeted individual criminals and used their combined powers to disrupt the criminal in addition to the criminality.</p> <p>Hate Crime Awareness and Hate Crime Ambassador sessions have been delivered to CBC and CBH staff, providing an overview of what is a hate crime, what a hate incident is, how prevalent they are and how to report a hate crime effectively. Further to this, Hate Incident Reporting Centres (HIRCS) have increased to 6 in Colchester (with a network of 60 across Essex) with further planned.</p> <p>Public scrutiny of Safer Colchester Partnership (SCP) undertaken at Crime and Disorder Committee on 10 September 2019. Further public scrutiny of SCP was due to take place on 23 March 2020 however this was postponed due to the COVID-19 outbreak.</p>
<p>Deliver an appropriate enforcement approach across the borough.</p>	<p>Partnership working continues with town centre policing team to enforce community protection warnings and notices. Cycling enforcement continues monthly within the town centre and castle park working with Essex police, castle park rangers and neighbourhood wardens. Litter campaign was due to start to enforce “your litter your responsibility” this is using funding from better Colchester.</p>

	<p>Two weekly town centre action plan meeting are held to tackle enforcement within the town centre.</p> <p>Public space protection orders are being reviewed and the Car park PSPO is out for public consultation. All PSPO signs have been renewed and updated within PSPO areas.</p>
R4 Increase the supply of good quality homes by using legal powers to reduce the number of empty homes and improve standards in the private rented sector.	
Action	Achievements
Maximise the opportunities available through Eco-flex and Warm Homes funding to improve energy efficiency of homes in Colchester, out lined in the Home Energy Conservation Act (HECA) Report.	Warm Homes funding is continuing through a partnership with Aran Services. Activity to improve energy efficiency in the private sector is being continued as part of the Council's response the climate emergency agenda.
R5 Create new routes for walking or cycling and work with partners to make the borough more pedestrian- friendly.	
Action	Achievements
Maximise all opportunities, including funding through planning contributions,	Working with colleagues and developers to ensure walking and cycling measures are delivered through the planning process and via S106 contributions including:

<p>to deliver enhanced cycling and walking routes and infrastructure.</p>	<ul style="list-style-type: none"> • Improvements to Rowhedge Trail including improvements to path surface (S106 funded); • Wayfinding study from and to University accommodations, the university and town centre is underway (S106 funded); • Study completed on university links (zig zag bridge) funded by S106 contributions. <p>Working with partners to deliver enhanced cycling and walking routes, and infrastructure including:</p> <ul style="list-style-type: none"> • Working with Safer Colchester Partnership, Essex Police and Colchester Travel Plan Club to deliver BikeWise campaign to help reduce bike theft. • Local Cycling and Walking Infrastructure Plans (LCWIP): working with ECC to promote investment in Colchester, identifying priority corridors and supporting priorities with a network of routes.
<p>Work with partners to promote sustainable travel behaviour change, healthier lifestyles and reduce car dependency.</p>	<p>Colchester Travel Plan Club (CTPC) working with businesses and organisations, including CBC, CBH and new members such as Hiscox, to support, encourage and influence employees and students to travel sustainably. CTPC also secures funding from ECC each year to maintain the Cycle Colchester website and send out a monthly newsletter.</p> <p>Working with developers to encourage refresh and updates to Travel Plans through the planning process, including Hythe Mills Student Accommodation Travel Plan.</p> <p>Air Quality behaviour change project continuing to look at ways in which air quality can be improved in the AQMA area, including by promoting walking and cycling for short journeys.</p>

Opportunity – Promoting and improving Colchester and its environment:

O1 - Promote Colchester's heritage and visitor attractions to increase visitor numbers and to support job creation.

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

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

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

O5 - Promote initiatives to help residents live healthier lives.

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

Action	Achievements
Deliver 'Heritage Explorer' trails for walkers and cyclists across the Borough.	<p>The heritage dataset from the Historic Environment Record has been transferred to the Colchester Orbital project, and has been uploaded as an interactive GIS layer on the Orbital website, to provide heritage-related information along the route of the Orbital:</p> <p>https://www.walkcolchester.org.uk/the-colchester-orbital</p>
Maximise the opportunities of our Council owned heritage attractions to increase visitor and revenue numbers.	<p>Colchester Museums have redeveloped the events programme with activities such as 'Meet Flame the Dragon' and the Planetarium, visitor numbers have increased by nearly 10% on last year, curtailed by the impact of coronavirus in March. The major exhibition ADORN, also contributed to this figure.</p> <p>New income generating initiatives have been set up - 'Knightzzz at the Museum' (sleepover events for schools and families), together with a new 'Escape Room' have contributed to ensuring the Service met income targets despite March's closure.</p> <p>The Service has successfully partnered with Norfolk Museums for their emergency purchase of a Turner painting, due to be displayed at the Castle in September 2020. Likewise, a partnership with the University of Reading has brought in £100,000 of Arts</p>

	Council funding for a research project on Roman cremation burials anticipated to attract media attention and public interest for an associated exhibition in 2020.
O2 Encourage green technologies through initiatives such as SMART Cities.	
Action	Achievements
Introduce electric vehicle charging points across the borough and encourage and enable electric vehicle use.	Plans had been developed to install EV charging points in several car parks across the Borough. The project has been held up due to the impact of Covid-19. .
O3 Help business to flourish by supporting infrastructure for start-up businesses and facilitating a Business Improvement District.	
Action	Achievements
Manage, Promote and maximise the opportunity of our Charter Market and Street Trading.	<p>Trialling alternative trading days and alternative locations to provide a better infrastructure has commenced, with the aim that the market should be in an easily accessible hub which can be utilised as a go-to destination, attracting tourists and locals alike. The market is going to reinforce the narrative that it is an affordable incubator for start-up businesses and will profile traders to highlight the journey prospective traders can enjoy.</p> <p>The transition from the old stalls to traders using their own stalls has been implemented reducing outgoings and releasing staff hours back into Neighbourhood Services.</p> <p>Four Street Food Vendors won Golden Oysters (First place prize) at Colchester Food & Drink Festival 2019</p>

	<p>Colchester Chilli Challenge drew media and public interest for the third and fourth year running. It was well-attended and received. Local businesses donated prizes in return for publicity.</p> <p>The Christmas Market attracted crowds of up to 10,000 (matching levels when event was privately managed). Traders turnover was 5 times that of a typical market day.</p> <p>Special event at St Botolph's Priory was well-received and plans are in development for future events at this historic site.</p> <p>Partnership with Lion Walk gives greater flexibility for promoting themed markets and we are developing an event programme for Love Your Local Market Fortnight (May 16 to 30) focusing on a arts, crafts and creativity and tying in with first Colchester Fringe.</p> <p>Entry to Market of the Year was postponed. The Service will revisit the application once the restructuring of the market is complete – the transformation story will form the basis of the submission and will be a great way of relaunching the market locally and nationally.</p>
Deliver new "Grow on space" (place for smaller start-up businesses to move on to as they establish) linked to the Creative Business, at the former Queen Street Bus Station.	A funding bid to SELEP was unsuccessful in the initial round of bids but could come forwards in due course. That will allow the project to be progressed further.
O4 Ensure a good supply of land available for new homes through our Local Plan.	
Action	Achievements

Ensure the Council has an adequate supply of land available to meet housing needs within the Borough.	<p>Awaiting Inspectors letter to inform next steps on Local Plan adoption.</p> <p>Updates undertaken to Annual Position Statement on housing land which demonstrate a 5 year supply.</p>
O5 Promote initiatives to help residents live healthier lives.	
Action	Achievements
Support projects and initiatives which aim to reduce pollution levels and therefore have a positive impact on the boroughs air quality.	<p>The DEFRA funded air quality project commenced in September 2019. The project focuses on encouraging no vehicle idling and supports behaviour change by encouraging cycling and walking. The first part of the project was to raise awareness of poor air quality and this was carried out by a short film and a survey. The results of the survey have been considered and the next part of the project to develop a no idling brand for signage and marketing has begun.</p> <p>In March 2020 the Council was also successful in obtaining further DEFRA funding for a feasibility study into driver facing countdown timers for drivers and an investigation and a study into the effectiveness of 'switch off' behaviour change messages at traffic light signals.</p>
Promote the Livewell campaign – Utilise opportunities to provide communities, families and individuals with information and signposting about all that is on offer to improve health and wellbeing in the borough.	The Livewell model/ethos has been adopted by the Health and Wellbeing Alliance (CCG led multi-agency partnership) across the NEE footprint and the One Colchester Partnership has also adopted the Livewell ethos, leading to a greater focus on prevention and health and wellbeing across the system. The Community Model of Care workstream within the H&W Alliance, once redesigned using the Livewell ethos will begin to deliver the behaviour change required for improved health outcomes.

	<p>However, CBC has not adopted the Livewell model as yet. In addition, due to loss of P/T Public Health Officer post through restructure in 2019, some of the intended public facing focus of this work through the health and wellbeing Livewell campaigns has not been realised, therefore recognition of Livewell branding has not increased much.</p> <p>There is an increase in provision of MHFA, suicide prevention and resilience training for staff. Several members of Communities staff are developing a suicide prevention training package funded by the ECC Public Health grant.</p>
Implement improvements to internal processes and report templates to embed considerations (and data) about health and wellbeing into decision making.	Health & Wellbeing in all policies approach adopted and templates updated.

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

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

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

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

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

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

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

Action	Achievements
--------	--------------

<p>Work with partners to develop insight and research to support the North Essex Alliance to improve health outcomes for Colchester.</p>	<p>Essex University delivered a quantitative research report which provided assurance with regard to data on health outcomes locally, confirming data we had already obtained.</p> <p>Anglia Ruskin University commissioned to undertake qualitative research into the lived experiences and wider determinants of health and well-being, to inform priorities and future action.</p> <p>Project board established to oversee progress. Project on track and due to deliver by end May.</p> <p>In light of the Covid-19 crisis amendments were made to the project to ascertain how the crisis was affecting vulnerable populations.</p>
<p>W2 Work with Essex Police and partners in the Safer Colchester Partnership to make Colchester an even safer place.</p>	
Action	Achievements
<p>Active participation in Safer Colchester Partnerships priorities and outcomes.</p>	<p>Annual Partnership Plan produced for the period April 2019 – March 2020 (following partnership consultation and Strategic Assessment of Crime). Key Priorities to tackle organised criminality, gangs and county lines, driving down anti-social behaviour and violent crime in public places and increasing confidence in identifying and reporting hidden harms.</p> <p>Several initiatives delivered or supported including TCAP (package of enforcement, support, awareness and education to tackle issues of street begging and drinking in Town Centre), Nights of Action (5 and 19 October, 7 December), Virtual Crew (to deliver community safety messages to year 6 pupils), Rural Toolkit (launched October 2019 in conjunction with Rural Crime Week to provide communities with ideas, information and support to make their neighbourhood a better place to live); this was further supported by Op Vocal (providing flexible deployment of the</p>

	<p>Community Policing Team into rural areas based on intelligence and demand and has seen numerous deployments across our rural communities addressing issues from speeding, to drug use).</p> <p>Leadership of Safety Advisory Group to ensure all large events in the Town Centre are appropriately risk assessed and public safety is maintained.</p>
Maintain Licensing Enforcement Group with partners using multi agency tasking to tackle problem premises, promote good practice and tackle early identification of hidden harms within the day and night time economy.	<p>Licensing Enforcement Group continues to meet monthly, only a small number of problem premises being monitored. Main issue now is drug related rather than alcohol related. Currently working with the Police to look into the Hidden economy.</p> <p>Counter Terrorism / Vulnerability training delivered to local businesses via Pub Watch and CARA sexual abuse awareness delivered to Door Staff via Pubwatch September 2019.</p> <p>Businesses signed up to Disc system to identify problem individuals within NTE and DTE. Now up and running with details of problem offenders being shared and checked by the Police.</p>
W3 Create new social housing by building Council homes and supporting Registered Providers.	
Action	Achievements
Secure new affordable homes that are owned by the Council, from the 4 mixed-tenure housing developments being undertaken by Colchester Amphora Homes Ltd (CAHL).	Legal agreements securing these homes were completed in June 2019. Creffield Road and Military Road (now 100% affordable scheme) obtained permission at the end of 2019 and will commence construction in the summer 2020, despite Covid-19 impacts, for occupation in 2021 as planned. Mill Road planning application is currently under consideration with St Runwald Street to follow. Whilst some sites are delayed, approximately 30 additional affordable homes are now being forecast as a result of changes.

Work with registered providers and private developers to deliver new affordable housing.	In 2019/2020, 237 affordable homes were delivered. This brings the total number of affordable homes delivered between 2018 to 2020 to 362 , The target was increased from 350 homes to 400, by the end of the Strategic Plan period. The new affordable homes include 35 former council homes sold under the right to buy and purchased by the Council; Winnocks and Kendalls Almshouse scheme of 9 new affordable homes for older people which was completed with the support of grant totalling £449,406 from the Council's RTB receipts; with the remaining homes being delivered by our housing association partners.
Use our own land and resources to deliver new affordable council homes through the use of under-used garage sites.	The first three planning permissions were obtained in December 2019 and January 2020. The sites will start construction in Autumn 2020 despite delays caused by the Covid-19 impacts. The next phase is now at feasibility stage and being explored through Spring/Summer 2020.
Use our own land and resources to deliver an improved sheltered accommodation scheme.	Residents consultation at Elfreda House had led to over 50% of existing tenants being successfully re-homed. The empty units are currently providing a temporary "Covid Protect" site. Plans for a 37-home scheme are being progressed ready for a start of demolition in early 2021; which is as scheduled.
W4 Target support to the most disadvantaged residents and communities.	
Action	Achievements
Work with partners to coordinate and enable the delivery of projects, interventions and activity focused on supporting families, children and young people in Colchester to get the best start in life.	Through the Local Delivery Pilot (LDP), work is underway to target families with dependent children to reduce inactivity and improve health outcomes. Too early to tell if there is a reduction in referral to MH services or if young people are more active. However, there is an increase in community led and designed projects with over 25 applications for microgrants already been received.

	In addition, there has been significant work done on setting up a youth zone in Colchester with a feasibility study recently been completed.
Customer insight and statistics. Target support and access for customers appropriately, using research.	<p>End 2019-Ongoing: Working with the Air Quality Engagement Officers on the idling campaign and ensuring the worst hit areas for air pollution in the Borough are better off as a result.</p> <p>March 2020 – Likely vulnerable Covid-19 residents by location (filtered down by category (i.e. age and health status) to show which groups best matched, then pulled the groups and plotted the postcodes.</p> <p>October 2019 – King Edward Quay Public Consultation : supported the Communities Team by conducting a public consultation at King Edward Quay on the Hythe to capture public feedback on how Section 106 money should be spent. The aim of the project was to identify needs and ideas for regeneration of the area. Feedback was collated and a report was submitted to the Communities Team.</p> <p>February 2020 – Stanway Community Centre Public Exhibition :To the support ongoing project to deliver a new community facility in Stanway using S106 funding, Research worked with Communities and Amphora to deliver a public exhibition event. Plans and designs for the new facility were exhibited and Research put together some participatory appraisal exercises to capture public feedback. In addition, an online questionnaire and face-to-face interviews were also used. Feedback gather was used to amend and enhance the plans.</p>
Prevent households from experiencing homelessness and tackle rough sleeping.	<p>From April 2019 to the end of March 2020 homelessness was prevented for 223 households and 139 homeless households were assisted to secure alternative accommodation under the relief duty.</p> <p>From April 2019 until the end of March 2020, 158 people were provided with support, advice and assistance to help them move off the streets and 144 rough</p>

	<p>sleepers have been housed during the same period. These figures include people that have been provided with emergency accommodation during the Covid 19 public health emergency.</p>
<p>Work with partner and community organisations to advance equality of opportunity and access to services for, vulnerable groups.</p>	<p>Diversity Steering Group fully established with good representation across all CBC services. The group continues to provide an active forum for the discussion of equality and diversity issues that affect both the Council workforce and the borough population.</p> <p>CBC is represented at the Essex Equality Network and Essex Faith Forum to ensure we maintain good working practices and work collaboratively with partners across the County.</p> <p>EQIA process has been updated and improved, to enable and support good decision making across the Council.</p> <p>An annual Equality and Safeguarding Report was delivered to Governance Committee in October 2019, which detailed a full account of activities and progress.</p>
<p>Work with partner and community organisations to help safeguard vulnerable people.</p>	<p>Designated Safeguarding Officers (DSO's) continue to make referrals to Adult Social Care and Children & Families Hub.</p> <p>Support is continuing for Domestic Homicide Review (DHR) and Serious Case Review (SCR).</p> <p>CBC Safeguarding Policy reviewed and approved by Full Council in January 2020.</p> <p>CBC Suicide Protocol also reviewed and approved by Full Council in January 2020.</p>

	<p>Level 1 Safeguarding eLearning packages are available for all CBC staff and members to complete.</p> <p>Appropriate Suicide Awareness and Prevent Training packages are also being reviewed for delivery to staff (via eLearning).</p> <p>An annual Equality and Safeguarding Report was delivered to Governance Committee in October 2019, which detailed a full account of activities and progress.</p> <p>A Safeguarding Update was also provided to Leadership in November 2020.</p>
W5 Help residents adopt healthier lifestyles by enabling the provision of excellent leisure facilities and beautiful green spaces.	
Action	Achievements
Work together with system partners to achieve challenging targets in a small number of key areas that will have a significant impact on major health conditions.	<p>Adoption of the Livewell ethos and model by both the One Colchester and H&W Alliance Partnerships.</p> <p>Increased and sustained CBC involvement in the development of both prevention and Community Model of Care (CMoC) H&W Alliance workstreams to move the whole system towards prevention and working in partnership to achieve the measurements of success.</p> <p>CBC staff are leading several workstreams of both One Colchester and H&W Alliance work</p> <p>Cannot comment on individual 'measures of success' as too early to tell though key achievement thus far is via the use of the Livewell model. Though with regards the</p>

	MECC programme, CBC are supporting development of version 2 with funding & advice in order to enable implementation.
Work with Sport England, System partners and the community to deliver the Essex Local Delivery Pilot (ELDP).	<p>Investment plan completed and waiting to be published.</p> <p>Significant community engagement and discovery underway with over 25 applications for microgrants to increase activity in target audiences.</p> <p>LDP staff working with partners to co-produce larger investment bids.</p> <p>Engagement with and investment into partners to support the embedding of physical activity.C360, Age Concern and the Essex Children and Families Wellbeing Service have co-produced bids.</p> <p>H&W Alliance ‘bewell’ workstream is led by LDP staff and focused on decreasing physical activity across the system. Continuation of engagement with other system settings to increase importance of physical activity.</p> <p>Long term work which is in its infancy so cannot indicate yet on the impact on being more active.</p>
Protect, enhance and deliver a comprehensive green infrastructure network, including the Colchester Orbital, and seek opportunities from future developments to improve connectivity to the network.	Planning applications are required to deliver green infrastructure where appropriate and to provide links to enhance the Colchester Orbital such as a scheme at Berechurch Hall Road.
Dementia Friendly Activities at Leisure World Colchester	A further £2,000 had been sourced towards Dementia Friendly activity sessions via Active Essex/ Colchester. The funding facilitated further delivery, promotion and interaction of community groups with user sessions subsidised by 50% for each

<p>Deliver a range of activities for people living with dementia and their carers Activities include: Fitness Pool swimming available under the guidance of qualified teachers, table tennis, badminton and “Song & Memories” sessions.</p>	<p>user, supporting the long-term aim to be a fully self-sustaining service. This ran from September – December 2019 with a higher number of community carers in attendance within target audience.</p> <p>Activity sessions have taken place attracting 262 visits April – December 2019.</p>
<p>Diabetes Support Programme at Leisure World Colchester</p> <p>Working in partnership with the National Diabetes Prevention Programme and GP Surgeries to deliver a 12-week programme aimed at those who have been diagnosed with diabetes or pre-diabetic health conditions. Develop knowledge of Diabetes and its treatment Build awareness and motivation to exercise. Physical activity sessions & nutrition support. Maximum of 16 people per programme.</p>	<p>Recent successes of 2018/19 diabetes programmes support services have now been incorporated in the LEAP GP Referral program with regular sessions delivered weekly with good levels of client usage and retention:</p> <p>Total attendees from the programmes: 19</p> <p>Still active using LW facilities: 8 (42%) - 87% LEAP classes, 38% using Activa gym facilities and 13% swimming.</p> <p>LEAP referral with Diabetes conditions and since April ‘19: 15 referrals (11 users are currently still active (73%) utilizing LEAP services min 1x PCW.</p> <p>12-week cardiac rehabilitation program set to be delivered Apl’20 incorporating 6-week’s classroom/ 6-week’s gym-based activity. Widening our clinical and community partnerships with Colchester General Hospital’s Neurology/ Cancer departments. Funding allocation transfer from internal CBC budgets 2019/2020 (TBC).</p>
<p>Develop a Colchester Parks and Green Space Strategy – linking healthier lifestyles, community volunteering, green spaces and new funding streams.</p>	<p>Following a restructure of the Service, the timeline for the strategy is yet to be devised. However, conversations with necessary partners and stakeholders has begun.</p> <p>Allotment database updated and all vacant plots identified ready to be offered out.</p>

The Service will work closely with colleagues to consider areas where Measured Walks will be appropriate across the Borough. Along with any opportunities that can be unlocked with the Colchester Orbital to support improvements in health, wellbeing and linking green spaces.

The Service has launched a trial of a dedicated maintenance team to monitor the play areas, and will work to develop this into the Communication Strategy of the Service.

The Service is investigating the use of digital technology produced by play equipment companies to create Smart Parks and to use counters to monitor usage.

Putt in the Park has launched.

Castle Park toilets have been improved albeit there were some challenges that meant the initial brief was reduced.

Other performance news

- Awards and accreditations

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

Achieved April 2019 to March 2020 – full-year report	
District communication in action - response to COVID-19	The Council's swift and co-ordinated COVID-19 web response and resources provided effective online communications for residents, businesses and communities – and were featured on the District Councils' Network website as an example of good practice. March 2020.
VisitEngland - Visitor Attraction Accolades	Colchester Castle was a winner in the 'welcome' category of these national annual awards. First presented to the Castle in 2003, it is awarded to venues which show excellence in the experiences, service and stories they offer to visitors. March 2020
East of England Apprenticeship Challenge	The East of England Local Government Association (EELGA) worked alongside Breckland Training Services and Essex County Council to hold the second heat of their annual Apprenticeship Challenge. Highly commended: Emalie Calderbank/ March 2020
British Parking Awards	<p>North Essex Parking Partnership (NEPP) won the Communication Award for the second year running.</p> <p>This category recognises imaginative, engaging and informative approaches to communicating with the public and other organisations. The NEPP won this award for its messaging linked to the national Positive Parking Agenda, including a new series of videos outlining the work of our organisation, improvements to its online services and communication of its MiPermit smart parking account.</p> <p>NEPP were also finalists in the 'Parking Partnerships Award' and 'Parking as a Service Award' categories. March 2020</p>
Resolve antisocial behaviour awards	<p>Colchester Borough Homes were shortlisted in these annual national awards for Box Smart, the boxing programme for local young people, nominated for the 'Project of the Year' award. Box Smart aims to provide a positive outlook for young residents aged 12-16 years old by being active and training with qualified, local coaches. The programme was launched as part of a wider plan to help tackle County Lines and drug-related antisocial behaviour.</p> <p>Colchester Borough Homes is the Council's Arms Length Management Organisation (ALMO) for council homes. March 2020 (awards ceremony postponed indefinitely due to COVID-19)</p>

Hearts for the Arts - National Campaign for the Arts	Colchester Amphora Trading's Alison Fogg was shortlisted for 'Best Arts Champion - Local Authority or Cultural Trust Worker' for her contribution in developing Colchester's thriving arts and creative sector and work with the Creative Colchester Partnership. This brings together creative businesses and arts organisation leaders, alongside Higher Education and Council representatives who work to grow Colchester's creative, cultural and digital economy. February 2020
Career Track (part of Tendring District Council – one of CBC's training providers in delivering apprenticeships)	Three Council employees in Customer Services received awards/certificates at Career Track's Celebration of Success Event. <ul style="list-style-type: none"> • Certificate of Achievement (confirming the successful completion of their apprenticeship) – Rima Miah and Kelton Martin. • Certificate of Merit (nominated by managers/assessors) – Kelton Martin and Jack Binnington. • Rima Miah also received the prestigious 'Apprentice of Year' Assessors Award. February 2020 – as part of National Apprenticeship Week.
Customer Service Excellence standard	The Contact and Support team in Customer were awarded the Customer Service Excellence standard for the second year in a row, following a rigorous assessment day. Customer Service Excellence is a government-backed industry standard that tests in depth those areas that research has shown are a priority to customers, with particular focus on delivery, timeliness, information, professionalism and staff attitude. Achieving the standard gives us formal recognition of our commitment to, and delivery of, customer service. This helps confirm to our residents, current and potential customers and staff both the quality of the service and the support they will receive should they contact Colchester Borough Council. January 2020
Microsoft Dynamics-CBC as a case study	Microsoft has published a case study about the Council on their "customer stories" website. The piece features the ground-breaking work being done by the Council's Dynamics 365 development team and colleagues in ICT with SharePoint, and Power Apps. Typically, application development like this in local authorities is carried out by external partners and contractors. The Council is proud that Microsoft has recognised the amazing work that our teams have done - all in-house! January 2020
Tendring Stars!	Our Digital Access Team won the Community Impact Award at the fifth Tendring Stars! Awards. The Digital Access Team go out into the community helping the borough's most vulnerable residents to get online. For more info about the team visit https://www.colchester.gov.uk/digitalaccesssupport/ January 2020
Day out with the kids - family favourites awards	Day Out With The Kids has awarded Colchester's Natural History Museum 'The Best FREE Family Day Out' in the East of England. More than 25,000 families voted for their favourite attractions in the 2019 awards. November 2019.

<u>Royal Life Saving Society award</u>	Leisure World Colchester's Lynn Williamson won a prestigious Royal Life Saving Society award for her 30 years of service - 2 nd Bar to the Service Cross. Lynn teaches lifesaving skills, including First Aid, CPR and how to use an AED (defibrillator) to future lifeguards. November 2019.
<u>LGC awards</u>	<p>The Council and its subsidiary commercial company Colchester Amphora Trading have been shortlisted in in three categories: Driving Growth; Entrepreneurial Council, and Digital Impact.</p> <ul style="list-style-type: none"> • The Driving Growth entry highlights the Council's key role, alongside its wholly-owned commercial companies Colchester Amphora Trading Ltd (CATL), Colchester Amphora Energy Ltd (CAEL) and Colchester Amphora Homes Ltd (CAHL), in helping to create strong foundations to boost economic development and prosperity in the borough. • The Entrepreneurial Council shortlisting showcases the work of the Council's wholly-owned commercial companies CATL, CAEL and CAHL since their formation in 2018. • Colchester Amphora Trading's entry in the Digital Impact category follows its work to deliver the new ultrafast broadband network currently being rolled out to businesses and homeowners in the town centre. <p>The LGC awards are dubbed the 'biggest celebration of excellence in local government', and this year's competition saw a record number of entries. November 2019 (award ceremony was due March 2020, but postponed indefinitely due to COVID-19).</p>
<u>Institute of Revenues Rating and Valuation Awards</u>	The Council was shortlisted with three other local authorities as finalists in the 'Benefits and Welfare Reform Team of the Year' and 'Most Improved Team of the Year' – after impressing judges with the team's high standards of service and strong focus on customer service. October 2019.
<u>Friends of the Earth</u>	Colchester has been ranked joint top performer in the Eastern Region and equal third most climate-friendly area in England and Wales, according to <u>Friends of the Earth</u> who assessed councils in different categories including renewable energy, public transport, lift-sharing, energy efficiency at home, waste recycling, and tree cover. October 2019.
<u>Defence Employer Recognition Scheme</u>	<p>The Council has achieved a Gold award from the Ministry of Defence's Employer Recognition Scheme. This scheme recognises the organisations which go the extra mile to demonstrate their commitment to aiding and employing members of the military community. It is the first time the Council has received the Gold Award, having previously received the Silver and Bronze accolade.</p> <p>The Council aims to maintain and develop this work and is pleased to set an example to others. We are actively working to raise awareness of the Armed Forces Covenant and encouraging other businesses and organisations in the area to also be Forces Friendly employers. August 2019.</p>
<u>PATROL (Parking and Traffic Regulations Outside London) Parc awards</u>	North Essex Parking Partnership's (NEPP) <u>2017/18 Annual Report</u> was Highly Commended in the 'Innovation and New Services' category "where authorities have delivered examples of an innovative approach or new scheme to improve traffic management, in order to better meet the needs of the community". July 2019.

Green Flag Awards	Castle Park and High Woods Country Park have again both been awarded Green Flag Awards, recognising them as two of the best parks in the UK. Colchester's Cemetery and Crematorium also achieved Green Flag status. Green Flags set a benchmark of standards for management and maintenance of publicly accessible urban and countryside parks, and they promote the community value of green spaces. The Castle Park also holds Green Heritage Site status. July 2019.
Fairtrade town	Colchester's commitment to raising awareness of the benefits of Fairtrade products in the community has been recognised with a Fairtrade Town certificate – for the 13th year running. Colchester first received its Fairtrade Town accreditation in 2006. The certificate is awarded by The Fairtrade Foundation, which works to empower disadvantaged producers in developing countries by promoting and licensing the Fairtrade Mark – the symbol of the international Fairtrade system and most globally recognised ethical label. July 2019.
Local Government Information Unit and the District Councils Network	A major report , which spotlights the Council's ambitions to build more council houses, was launched at the Local Government Association's annual conference. It commended the Council for the "full commitment of its Cabinet to increase the level of affordable housebuilding" and as a good example for managing, and being realistic about, risk. It describes the Council as having "a healthy approach to borrowing," as it has modelled its debt projections from the additional borrowing over the next 30 years "to show the capacity to carry out a more ambitious programme of building." July 2019.
Cycling UK's 100 Women in Cycling 2019	Pam Nelson, the Council's Travel Plan Co-ordinator was named as one of the top 100 women to have encouraged others to get on their bikes at the Cycle UK Awards. June 2019.
GeoPlace Gold Performance Awards	These awards recognise best practice and outstanding address data management by local authorities. Land, property, street and address information is used to connect different services across the Council – giving communities and individuals a 'property-level view' of the services available to them. May 2019.
Hot 100 UK Office locations 2019	When Property Week revealed this year's top office locations outside London, Colchester had jumped 34 places - up to 48 th from 82 nd in the 2018 UK rankings. Location strategist and data analyst experts CACI put together the Hot 100, a ranking of the best new and secondary office locations across the UK, excluding London. CACI assesses 373 UK locations to compile the ranking, taking into account a number of variables. May 2019.
LEXCEL	Legal Services has been re-accredited against the Lexcel standard. Lexcel is the Law Society's legal practice quality mark for excellence in legal practice management and excellence in client care. May 2019.
Hoop Awards - Essex	Colchester Museums won the 'Best Holiday Workshops' category for its programme of children's events across its three museums - Colchester Castle, Hollytrees Museum and the Natural History Museum. These awards recognise and celebrate the people and activity organisers who go above beyond to entertain, educate and inspire children. April 2019.

Municipal Journal (MJ) awards 2019	Housing Benefits Team was shortlisted as finalists in the 'Workforce Transformation' category. The judges also singled out the Council's Digital Access Support Team for a commendation in the 'Delivering Better Outcomes' category. The team was praised for its work to help bridge the digital divide and equip residents with the skills to be able to access online services. Housing Benefits Caseworker Lily Etherington received a commendation in the 'Rising Star' category. Lily joined the Council as an apprentice three years ago and won the Career Track 2018 Apprentice of the Year award. April 2019.
--	---

Other sources of performance data

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

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

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



Cabinet

Item

2 September 2020

Report of	Assistant Director (Corporate and Improvement)	Author	Richard Block ☎ 506825
Title	Year End April 2019 – March 2020 Performance Report including progress on 2018-2021 Strategic Plan Action Plan		
Wards affected	Not applicable		

1. Executive Summary

- 1.1 Cabinet Panel is requested to consider the year end Council performance for 2019 - 2020. This includes progress of our performance measures and an update on the Strategic Plan Action Plan (SPAP).

2. Recommended Decision

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

3. Reason for Recommended Decision

- 3.1 To review year end performance for 2019 - 2020.

4. Alternative Options

- 4.1 No alternative options have been presented to Cabinet.

5. Background Information

- 5.1 The Council has agreed a number of key performance areas which it uses as part of its Performance Management Framework to help monitor progress and improvement. This report provides an update of our indicators and a review of progress against our Strategic Plan Action.
- 5.2 The report on KPIs now features an improved graphical presentation of year-to-date performance, previous year performance and target.
- 5.3 At the year end point April 2019 - March 2020, the overall position was ten of our targets were achieved (or 'green'), and three did not meet the target in full ('red').
- 5.4 Of the ten KPIs that have been achieved ('green' KPIs), it is worth noting that some have excelled. This is particularly the case in relation to Housing Benefit and Local Council Tax Scheme where residents are receiving benefit at an average of 2 and 3 days respectively.
- 5.5 There has been excellent progress delivering additional homes, with 1124 being delivered this year against a target of 920 and 237 affordable homes delivered during the period. Targets for processing all types of Planning applications have also been exceeded. Sickness levels have improved significantly at 8.76 days (this time last year the rate was 9.65 days).
- 5.6 Targets have not been met for 3 indicators ('red' KPIs). These are: Full Homelessness Duty Owed, Residual Waste per Household and Number of weekly missed collections.
- 5.7 The Full Homelessness Duty Owed target should be treated with caution as there is no nationally recognised standard for measurement and no baseline data. The current measure shows those who have a full homelessness duty owed as a proportion of those who have had a personal housing plan. The indicator for homelessness has been re-set to 30% for 2020 - 2021 after analysis of the data suggested the current target was not realistically achievable.
- 5.8 The 'red' status of the Residual household waste has followed a similar pattern to last year, albeit slightly above the actual for each month. 2019/20 saw performance of 1% above the end of year actual for 2018 - 2019, which was 346.43kg. The target is extremely ambitious and even though it was just missed the levels of waste our residents produce is still amongst the lowest in the region.
- 5.9 In relation to weekly missed collections, the performance of the Service in this area in the last quarter saw a marked improvement. Whilst cumulatively the average number of missed collections was 217, the monthly average for February and March were 148 and 149 respectfully compared to 346, the peak in July 2019.
- 5.10 The second year actions of a three year SPAP, demonstrates our position at the end of 2019-2020. The current Strategic Plan was reviewed earlier this year and in March 2020, new Strategic Priorities were agreed for 2020-2021. As a result of the Covid-19 pandemic the projects to deliver against these new priorities

are being reviewed and once this review is complete a revised SPAP will be developed.

- 5.11 The Council has also received a number of awards and accreditations highlighted at the end of Appendix C.

6. Equality, Diversity and Human Rights implications

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

7. Strategic Plan References

- 7.1 The half year performance reports on the delivery of a number of key aspects of the Council's performance in line with 2018 – 2021 Strategic Plan priorities.

8. Consultation

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

9. Publicity Considerations

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

10. Financial implications

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

11. Health, Wellbeing and Community Safety Implications

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

12. Health and Safety Implications

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

13. Risk Management Implications

- 13.1 We aim to deliver against performance indicators and the Strategic Plan Action Plan Actions, as both form a key part of our performance framework and expectations around delivery of our priorities to the residents of Colchester borough.

14. Environmental and Sustainability Implications

- 14.1 The three overarching objectives contained in the National Planning Policy Framework have been considered and where appropriate, have been applied within the Strategic Plan Action Plan.
- 14.2 **Economic objective.** Ensuring that sufficient land is available to support growth and innovation.
- 14.3 **Social objective.** Supporting strong, vibrant and healthy communities.
- 14.4 **Environmental objective.** Protecting and enhancing our historic environment.

Appendices

- A. Strategic Plan Action Plan Year End Report covering April 2019 – March 2020.
- B. KPI Year End Report covering April 2019 – March 2020.
- C. Awards and Other Performance News covering April 2019 – March 2020



Scrutiny Panel

Item
12

21 July 2020

Report of	Assistant Director, Corporate and Improvement Services	Author	Owen Howell Tel. 282518
Title	Annual Scrutiny Report		
Wards affected	Not Applicable		

This is a report setting out the work of the Scrutiny Panel during 2019/20

1. Executive Summary

- 1.1 This report sets out the work of the Scrutiny Panel during 2019/20 and requests that the Panel recommend the report to Council for approval on 21 October 2020.

2. Action Required

- 2.1 The Panel is asked to consider and comment on the draft Annual Scrutiny Report.
- 2.2 The Panel is asked to recommend this report to Council for approval on 21 October 2020.

3. Background Information

- 3.1 The Constitution states the Scrutiny Panel shall report annually to the full Council on its work and make recommendations for future work programmes and amended working methods if appropriate.
- 3.2 The purpose of the report is to inform the Council of the work undertaken by the Scrutiny Panel, and for the Council to form an opinion of the effectiveness of the scrutiny function. The final report will be submitted to full Council for consideration and approval following endorsement by scrutiny panel members.
- 3.3 This Scrutiny Report is a descriptive record of the scrutiny reviews undertaken by the Scrutiny Panel in 2019/20.

4. Standard and Strategic Plan References

- 4.1 Scrutiny and challenge is integral to the delivery of the Strategic Plan 2018-2021 priorities and direction for the Borough as set out under the four themes of growth, responsibility, opportunity and wellbeing.
- 4.2 The Council recognises that effective local government relies on establishing and maintaining the public's confidence, and that setting high standards of self-governance provides a clear and demonstrable lead. Effective governance underpins the implementation and application of all aspects of the Council's work.

5. Appendices

5.1 Appendix A – Draft Scrutiny Panel Annual Report 2019-20

Scrutiny Panel Annual Report 2019-20

This Annual Report demonstrates the contribution made by the Scrutiny Panel at Colchester Borough Council.

Scrutiny Panel Role

The role of the Scrutiny Panel is to examine the policies and strategies from a borough-wide perspective and ensure the actions of the Cabinet accord with the Council's policies and budget. The Panel also reviews corporate strategies that form the Council's Strategic Plan, Council partnerships and the Council's budgetary guidelines, and scrutinises Cabinet or Portfolio Holder decisions which have been called in.

The Scrutiny Panel in 2019/20

The function of the Scrutiny Panel continues to be important, given the challenge of providing services with limited resources. This requires the Council to innovate and look for different ways to deliver the same level of service.

The success of Scrutiny Panel reviews depended on the involvement of Councillors, Council officers, partner organisations, expert witnesses and members of the public, and the Chairman of the Scrutiny Panel would like to thank everyone for their contribution to the work of the Scrutiny Panel in 2019/20.

The low level of call-ins and matters of urgency on Scrutiny Panel agendas suggests that the governance arrangements within the Council are working effectively. No call-ins were received during the municipal year, and only one decision was noted as having been taken under urgency provisions (Contract for Fleet Maintenance – on 15 October 2019).

During 2019/20 the Scrutiny Panel were asked by Councillor Mike Lilley, as Portfolio Holder for Communities, Wellbeing and Public Safety, to conduct pre-decision scrutiny of a draft Parking Strategy for the Borough.

Portfolio Holders have continued regularly to attend to answer questions on items on the Scrutiny Panel's agendas that fall within their remits, to take a lead on major reviews and to discuss policy, spending and performance.

During 2019/20, Scrutiny Panel members have conducted training in areas to help assist their scrutiny and overview work. Such training areas included on Treasury Management and scrutiny of commercial bodies. A session was also held to review best practice within scrutiny and overview panels and committees and identify good operating practices from other authorities.

It should be noted that, owing to the outbreak of Covid-19, the meeting which was to be held on 17 March was cancelled and its business apportioned to later meetings in the 2020/21 municipal year.

Members are asked to consider whether the scrutiny and review process is a function that remains effective, ensuring the critical friend challenge to the executive policy and decision making that drives improvement in public services.

Prominent Reviews at Colchester Borough Council

The Scrutiny Panel held a number of reviews during 2019/20.

At its 11 June 2019 meeting, the Panel reviewed the operation and progress of the North Essex Garden Communities (NEGC) Ltd company, which had been set up by the partner authorities (Braintree, Colchester, Tendring and Essex County Councils) to oversee the North Essex Garden Communities Project. The Panel questioned the Company's Group Manager, Richard Bayley, and the Council's Portfolio Holder for Resources, Cllr David King, on a wide range of subjects, including company finance arrangements, consultation, the interim business plan, shareholder authorities' oversight arrangements and decision-making regarding options for development vehicles and other matters. The Panel resolved to scrutinise NEGC Ltd at least annually, and to conduct training of members as to effective scrutiny of commercial entities. A number of recommendations were also made, calling for release of certain documents, more information and briefings to be provided to councillors and greater communication with the public in order to reduce negative perceptions and improve understanding.

The above review led to a further Scrutiny Panel review of the draft interim business plan of NEGC Ltd, conducted on 29 August 2019. This provided further information regarding decision making and overview of decisions by the partner local authorities, especially with regard for development options. Additional recommendations were made that further information be circulated to councillors prior to the next tranche of funding for NEGC Ltd being brought to Full Council for approval. In addition, the Panel recommended that work be carried out to ensure that contingency plans were in place, for use in the event that the Planning Inspector did not conclude that the Section 1 Plan of the Emerging Local Plan was sound and compliant with relevant legal requirements.

On 16 July 2019, the Panel concluded its review of bus services operating in the Colchester area. This review had collected a great deal of information from bus providers and bus users over the preceding year, and the Panel recommended that this be examined by Cabinet and that Cabinet be asked to consider drafting a Public Transport Strategy for the Borough, in line with priorities within the Strategic Plan 2018-21.

On 12 November 2019, the Scrutiny Panel reviewed the Council's works carried out in preparation for Brexit, and to meet changes in needs being caused by the UK leaving the EU. A briefing was given by Dan Gascoyne, Chief Operating Officer of the Council, and contingency measures and forward planning efforts were described and mitigations of risks were noted.

The operations, achievements and business planning of Colchester Commercial Holdings Limited (CCHL) and its subsidiaries were reviewed on 10 December 2019. The Panel noted the importance of scrutiny and oversight of CCHL to be conducted between the Scrutiny Panel, and the Governance and Audit Committee, which fulfilled the function of the shareholder committee for the Company, without the Scrutiny Panel emulating work of the Committee.

This led to members of the Scrutiny Panel being invited to participate (in a non-voting capacity) in the Governance and Audit Committee meeting of 21 January 2020, where the business plans of CCHL and its subsidiaries were reviewed.

At the direction of its members, the Scrutiny Panel held an additional meeting on 5 February 2020 in order to review the operation of task and finish groups by Colchester Borough Council. The Panel were briefed on the work of each of the three existing groups (Heritage and Tourism, Alternative methods of service delivery and Conservation and Environmental Sustainability) by their Chairmen and lead officers. The Panel noted the successes and progress made by the groups. The Panel recommended better focus and setting of outcomes and purposes for future task and finish groups, and the use of a protocol to set out all necessary information and parameters for each group in the future. It further recommended that the Conservation and Environmental Sustainability Task and Finish Group be replaced by a formal committee, that the Heritage and Tourism Task and Finish Group produce a final report and conclude, and that the recommendations of the Alternative methods of service delivery Group be taken up and examined by a formal Panel. It was also recommended that the work of such groups be better publicised in the future. Cabinet accepted all substantive recommendations made by the Scrutiny Panel.

Pre-Decision Scrutiny

Pre-scrutiny enables the Scrutiny Panel to examine an issue in depth and make proposals to the Cabinet or portfolio holder in advance of that decision being taken.

The Scrutiny Panel each year undertakes pre-decision scrutiny of the budget, which was put to the Scrutiny Panel on 28 January 2020. The annual report on Performance and the Strategic Plan Action Plan was examined by the Panel at its meeting on 11 June 2019, when members examined closely a number of areas, including sickness rates, and requested more information on this subject. The six-monthly Performance Report for 2019/20 was scrutinised on 10 December 2019.

On 28 January 2020 the Panel scrutinised the work carried out by the Council towards the creation of a Climate Emergency Action Plan, as a result of the Council declaring a Climate Emergency on 17 July 2019. This was done prior to the Action Plan being put to Council for approval on 13 February 2020. The Panel heard of the Council's meeting and exceeding targets for controlling of emissions, its work with the Carbon Trust to make further improvements, challenges faced and the key areas in which emissions can be controlled, both directly within the organisation, and by exerting pressure on partners. The Panel emphasised the importance of identifying ways to address climate change throughout the Council's suite of policies. The Scrutiny Panel also recommended that SMART [Specific, Measurable, Attainable, Relevant and Time-limited] objectives be set for actions.

On 28 January 2020 The Panel also reviewed proposals for a draft Parking Strategy for the Borough, at the request of Councillor Mike Lilley, Portfolio Holder for Communities, Wellbeing and Public Safety. Members were briefed by Richard Walker, Group Manager of the North Essex Parking Partnership, who had written the draft strategy. Questions were asked regarding the aims of the Strategy, its content and its wording. It was recommended that further information and data be sought, public expectations be managed and clarifications made to avoid ambiguity.

Partnership arrangements

A review of Colchester Borough Homes (CBH) Performance 2018/19 took place at the meeting on 6 August 2019. The Chief Executive and Chair of Colchester Borough Homes attended with Councillor Fox, the Portfolio Holder with responsibility for housing. The Panel received a presentation on the performance of Colchester Borough Homes as well as information on the mitigations of corporate risk and remedial action being taken to address the few performance areas where targets had not been met. This included significant changes to procurement in order to reduce the risk of awarding contracts to bidding firms which then are unable to honour their contracts. It also included measures to address any fall in rent collection levels which might be caused by the roll-out of Universal Credit.

The Scrutiny Panel sat as the Crime and Disorder Committee to review the performance and operation of the Safer Colchester Partnership on 10 September 2019. An additional meeting was also scheduled for 23 March 2020 to look at performance data from the statutory partners within the Partnership, however this had to be cancelled, due to the onset of the Covid-19 pandemic. The review provided information on the work of the Safer Colchester Partnership during 2019/20, progress on the Town Centre Action Plan, the work of the Community Safety Team and provided updates from partner organisations covering their work over the year. Additional detail was given on policing efforts in the Town Centre, residential areas and rural communities. The Panel thanked the representatives for attending the meetings and responding to members' questions and noted the work of the Partnership.

Call-in

No Call-ins were received by the Scrutiny Panel in 2019/20.

Councillor Call for Action (CCfA)

There were no CCfA issues brought to the attention of Scrutiny Panel during 2019/20.

Decisions taken as a matter of urgency

There was one decision taken under urgency provisions during 2019/20. This decision related to the Contract for Fleet Maintenance and was reported to the Panel on 15 October 2019. Protracted negotiations had left insufficient time to carry out the usual decision-making process and call-in period before the date on which the current contract would elapse. The decision was noted, and the Chairman confirmed that she had signed off on the decision, however noting that limited time had been granted for her consideration and questioning of the decision.

Task and Finish Group

There were no Task and Finish Groups commissioned by the Scrutiny Panel 2018/19.

Appendix

Appendix A – Schedule of Meetings and Reviews for 2019/20.

Schedule of meetings and reviews

Scrutiny Panel 2019/20

Councillor Davies (Chairman), Councillor Bentley (Deputy Chairman), Councillor Bourne, Councillor Dundas, Councillor Hayter, Councillor Hogg, Councillor McCarthy, Councillor Whitehead.

11 June 2019	<ul style="list-style-type: none"> • Financial Monitoring Report – End of Year 2018/19 • Capital Expenditure Monitor 2019/20 • Year End 2018/19 Performance Report including progress on Strategic Plan Action Plan 2018/19 • North Essex Garden Communities Project
16 July 2019	<ul style="list-style-type: none"> • Bus Review: Further actions • 2020/21 Budget Strategy, Medium Term Financial Forecast and Budget Timetable • Treasury Management - Annual Report 2018/19 • Annual Scrutiny Report
6 August 2019	<ul style="list-style-type: none"> • Colchester Business Improvement District • Review of Colchester Borough Homes Performance 2018/19
29 August 2019 (Additional Meeting)	<ul style="list-style-type: none"> • Draft Interim Business Plan of North Essex Garden Communities Ltd
10 September 2019 (Crime and Disorder Committee)	<ul style="list-style-type: none"> • Safer Colchester Partnership (Crime and Disorder Committee)
15 October 2019	<ul style="list-style-type: none"> • Decision taken under Special Urgency Provision: Fleet maintenance contract • Local Council Tax Support 2020 • Business Rates Retention and future arrangements
12 November 2019	<ul style="list-style-type: none"> • Brexit – governance and business continuity • Capital Monitor Report: April 2019 – September 2019 • Financial Monitoring Report: April 2019 – September 2019
10 December 2019	<ul style="list-style-type: none"> • Colchester Commercial Holdings Ltd Performance • 2020/21 Revenue Budget, New Strategic Priorities and the Medium-Term financial forecast • Half-year 2019/20 Performance Report including progress on 2018-21 Strategic Plan Action Plan

28 January 2020	<ul style="list-style-type: none"> • 2020/21 Revenue Budget, New Strategic Priorities and the Medium-Term financial forecast (pre-decision scrutiny) • 2020/21 Housing Revenue Account Estimates and Housing Investment Programme • Climate Emergency Action Plan (pre-decision scrutiny) • Colchester Positive Parking Review (pre-decision scrutiny) • Corporate Key Performance Indicator Targets for 2020/21 • Colchester Borough Homes Performance Targets 2020/21
5 February 2020 (Additional Meeting)	<ul style="list-style-type: none"> • Task and Finish Groups at Colchester Borough Council

21 July 2020

Report of	Assistant Director – Corporate and Improvement Services	Author	Owen Howell ☎ 282518
Title	Work Programme 2020-21		
Wards affected	Not applicable		

1. Executive Summary

- 1.1 This report sets out the current Work Programme 2020-2021 for the Scrutiny Panel. This provides details of the reports that are scheduled for each meeting during the municipal year.

2. Action Required

- 2.1 The Panel is asked to consider and approve the contents of the Work Programme for 2020-2021.

3. Background Information

- 3.1 The Panel's work programme evolves as the Municipal Year progresses and items of business are commenced and concluded. At each meeting the opportunity is taken for the work programme to be reviewed and, if necessary, amended according to current circumstances. The current work programme for 2020-21 is appended to this report.
- 3.2 The Forward Plan of Key Decisions is included as part of the work programme for the Scrutiny Panel, and this is included an **Appendix A**.
- 3.3 It is envisaged that meetings of the Scrutiny Panel will be conducted remotely online until further notice is given. Councillors, officers and members will be informed of any developments regarding meeting arrangements/future venues, and these will be publicised for members of the public who may wish to participate or attend.
- 3.4 It should be noted that the Work Programme has been redrawn to reflect the use of online meetings and the need to focus greater scrutiny work on consideration of a smaller number of agenda items per meeting.

4. Standard References

- 4.1 There are no particular references to publicity or consultation considerations; or financial; equality, diversity and human rights; community safety; health and safety, environmental and sustainability or risk management implications.

5. Strategic Plan References

- 5.1 Good governance is integral to the delivery of the Strategic Plan's priorities and direction for the Borough as set out under the four themes of growth, responsibility, opportunity and wellbeing. Unfortunately
- 5.2 The Council recognises that effective local government relies on establishing and maintaining the Public's confidence, and that setting high standards of self-governance provides a clear and demonstrable lead. Effective governance underpins the implementation and application of all aspects of the Council's work.

Appendices

Appendix A – Forward Plan of Key Decisions – 1 May 2020 to 31 July 2020.

Work Programme for 2020/21

Scrutiny Panel meeting - 1 June 2020
Scrutiny Panel Chairman's briefing – 23 May 2020
<ol style="list-style-type: none"> 1. Finance and Council Response Reports relating to Covid-19 2. Work Programme 2020-21
Scrutiny Panel meeting – 7 June 2020
Scrutiny Panel Chairman's briefing - TBC
<ol style="list-style-type: none"> 1. Pre-Scrutiny of Proposed changes to Garden Waste Collection 2. Work Programme 2020-21
Scrutiny Panel meeting - 21 July 2020
Scrutiny Panel Chairman's briefing – 16 July 2020
<ol style="list-style-type: none"> 1. Year End 2019/20 Performance Report and Strategic Plan Action Plan 2018-21 2. N.E. Essex Health and Wellbeing Alliance 3. Annual Scrutiny Report 4. Work Programme 2020-21
Scrutiny Panel meeting - 18 August 2020
Scrutiny Panel Chairman's briefing – 13 August 2020
<ol style="list-style-type: none"> 1. Recovery work by CBC, CBH and CCHL relating to the Covid-19 situation 2. Colchester Business Improvement District 3. Reports from Arts Organisations (Mercury, The Arts Centre, FirstSite) 4. Work Programme 2020-21
Scrutiny Panel (Crime and Disorder Committee) - 15 September 2020
Scrutiny Panel Chairman's briefing – 10 September 2020
<ol style="list-style-type: none"> 1. Safer Colchester Partnership (Crime and Disorder Committee) 2. Work Programme 2020-21
Scrutiny Panel – 13 October 2020
Scrutiny Panel Chairman's Briefing – 8 October 2020
<ol style="list-style-type: none"> 1. Local Council Tax Support – Year 2021/22 (Provisional) 2. Budget Strategy for 2021-22 3. Work Programme 2020-21
Scrutiny Panel meeting - 10 November 2020
Scrutiny Panel Chairman's briefing – 5 November 2020
<ol style="list-style-type: none"> 1. Work Programme 2020-21

Scrutiny Panel meeting - 15 December 2020
Scrutiny Panel Chairman's briefing – 10 December 2020
<ol style="list-style-type: none"> 1. Half Year 2020-21 Performance Report & Strategic Plan Action Plan progress 2. Budget Strategy for 2021-22 3. Colchester Commercial Holdings Ltd [TBC] 4. Work Programme 2020-21
Scrutiny Panel meeting - 26 January 2021
Scrutiny Panel Chairman's briefing – 21 January 2021
<ol style="list-style-type: none"> 1. 2021-22 Revenue Budget, Capital Programme, Medium Term Financial Forecast and Treasury Management Investment Strategy 2. Housing Revenue Accounts Estimate and Housing Investment Programme 3. Corporate Key Performance Indicator Targets for 2021-22 4. Colchester Borough Homes: Key Performance Indicator Targets for 2021-22 5. Work Programme 2020-21
Scrutiny Panel (Crime and Disorder Committee) - 16 February 2021
Scrutiny Panel Chairman's briefing – 11 February 2021
<ol style="list-style-type: none"> 1. Safer Colchester Partnership (Crime and Disorder Committee) 2. Work Programme 2020-21
Scrutiny Panel meeting– 16 March 2021
Scrutiny Panel Chairman's briefing – 11 March 2021
<ol style="list-style-type: none"> 1. Work Programme 2020-21

COLCHESTER BOROUGH COUNCIL

FORWARD PLAN OF KEY DECISIONS 1 July 2020 – 31 October 2020

During the period from 1 July 2020 – 31 October 2020* Colchester Borough Council intends to take 'Key Decisions' on the issues set out in the following pages. Key Decisions relate to those executive decisions which are likely to either:

- result in the Council spending or saving money in excess of £500,000; or
- have a significant impact on communities living or working in an area comprising two or more wards within the Borough of Colchester.

This Forward Plan should be seen as an outline of the proposed decisions and it will be updated on a monthly basis. Any questions on specific issues included on the Plan should be addressed to the contact name specified in the Plan. General queries about the Plan itself should be made to Democratic Services (01206) 507832 or email democratic.services@colchester.gov.uk

The Council invites members of the public to attend any of the meetings at which these decisions will be discussed and the documents listed on the Plan and any other documents relevant to each decision which may be submitted to the decision taker can be viewed free of charge although there will be a postage and photocopying charge for any copies made. *All decisions will be available for inspection on the Council's website, www.colchester.gov.uk*

If you wish to request details of documents regarding the 'Key Decisions' outlined in this Plan please contact the individual officer identified.

If you wish to make comments or representations regarding the 'Key Decisions' outlined in this Plan please submit them, in writing, to the Contact Officer highlighted two working days before the date of the decision (as indicated in the brackets in the date of decision column). This will enable your views to be considered by the decision taker.

Contact details for the Council's various service departments are incorporated at the end of this plan.

If you need help with reading or understanding this document please telephone (01206) 282222 or textphone users dial 18001 followed by the full number that you wish to call and we will try to provide a reading service, translation or other formats you may need.

*The Forward Plan also shows decisions which fall before the period covered by the Plan but which have not been taken at the time of the publication of the Plan.

KEY DECISION REQUIRED	DOES DECISION INCLUDE EXEMPT INFORMATION (or information defined by the Government as Confidential)	DATE OF DECISION or PERIOD DECISION TO BE TAKEN	DECISION MAKER (title and name, including Cabinet, portfolio holders and officers)	DOCUMENTS SUBMITTED OR TO BE SUBMITTED TO DECISION TAKER TO CONSIDER (and from where they are available)	CONTACT DETAILS FROM WHICH DOCUMENTS CAN BE OBTAINED (name of the authors of the reports)
Award of Contract for Festive Lights	Yes	June 2020	<p>Councillor Martin Goss, Portfolio Holder for waste, Environment and Transportation.</p> <p>Please contact via Democratic Services (01206) 507832 email: democratic.services@colchester.gov.uk</p>	Portfolio Holder report	<p>Lee Copping Operations Manager 07967 692081 Lee.copping@colchester.gov.uk</p>
Award of Contract for Food Waste Vehicles	Yes	June 2020	<p>Dan Gascoyne, Chief Operating Officer, in consultation with Councillor Martin Goss, Portfolio Holder for Waste, Environment and Transportation</p> <p>Please contact via Democratic Services (01206) 507832 email: democratic.services@colchester.gov.uk</p>	Officer report	<p>Tracy Allen Specialist and Contracts Manager (01206) 282256 Tracy.allen@colchester.gov.uk</p>

KEY DECISION REQUIRED	DOES DECISION INCLUDE EXEMPT INFORMATION (or information defined by the Government as Confidential)	DATE OF DECISION or PERIOD DECISION TO BE TAKEN	DECISION MAKER (title and name, including Cabinet, portfolio holders and officers)	DOCUMENTS SUBMITTED OR TO BE SUBMITTED TO DECISION TAKER TO CONSIDER (and from where they are available)	CONTACT DETAILS FROM WHICH DOCUMENTS CAN BE OBTAINED (name of the authors of the reports)
Waste and Recycling New Strategic Priority – to review our waste and recycling strategy and the operating systems utilised for collecting waste and recycling	No	8 July 2020	Cabinet (Cllrs Cory, J Young, Fox, Goss, Higgins, King, Lilley and Luxford Vaughan) Please contact via Democratic Services (01206) 507832 email: democratic.services@colchester.gov.uk	Report	Rosa Tanfield Group Manager – Neighbourhood Services Tel: 03300538047 Rosa.tanfield@colchester.gov.uk
Increasing the Council's Affordable Housing Programme	Yes	8 July 2020	Cabinet (Cllrs Cory, J Young, Fox, Goss, Higgins, King, Lilley and Luxford Vaughan) Please contact via Democratic Services (01206) 507832 email: democratic.services@colchester.gov.uk	Cabinet report	Andrew Tyrrell Client Services Manager 01206 282390 Andrew.tyrrell@colchester.gov.uk

KEY DECISION REQUIRED	DOES DECISION INCLUDE EXEMPT INFORMATION (or information defined by the Government as Confidential)	DATE OF DECISION or PERIOD DECISION TO BE TAKEN	DECISION MAKER (title and name, including Cabinet, portfolio holders and officers)	DOCUMENTS SUBMITTED OR TO BE SUBMITTED TO DECISION TAKER TO CONSIDER (and from where they are available)	CONTACT DETAILS FROM WHICH DOCUMENTS CAN BE OBTAINED (name of the authors of the reports)
The award of contract for the Council's new affordable homes to be constructed at Hardings Close, and the delegation of authority to the Portfolio Holder for Housing to award 2 other contracts at Buffett/Scarfe Way and	Yes	8 July 2020	Cabinet (Cllrs Cory, J Young, Fox, Goss, Higgins, King, Lilley and Luxford Vaughan) Please contact via Democratic Services (01206) 507832 email: democratic.services@colchester.gov.uk	Cabinet report	Andrew Tyrrell Client Services Manager 01206 282390 Andrew.tyrrell@colchester.gov.uk
Update on Proposed New Grow-on Business Centre in Queen Street	Yes	8 July 2020	Cabinet (Cllrs Cory, J Young, Fox, Goss, Higgins, King, Lilley and Luxford Vaughan) Please contact via Democratic Services (01206) 507832 email: democratic.services@colchester.gov.uk	Cabinet report	Matthew Brown Economic Development Manager 01206 507348 matthew.brown@colchester.gov.uk

KEY DECISION REQUIRED	DOES DECISION INCLUDE EXEMPT INFORMATION (or information defined by the Government as Confidential)	DATE OF DECISION or PERIOD DECISION TO BE TAKEN	DECISION MAKER (title and name, including Cabinet, portfolio holders and officers)	DOCUMENTS SUBMITTED OR TO BE SUBMITTED TO DECISION TAKER TO CONSIDER (and from where they are available)	CONTACT DETAILS FROM WHICH DOCUMENTS CAN BE OBTAINED (name of the authors of the reports)
Appointment of Contract for EICRs (Electrical Installation Condition Reports) and Remedial Reports in the Housing Stock	Yes	July 2020	Portfolio Holder for Housing, Councillor Adam Fox Please contact via Democratic Services (01206) 507832 email: democratic.services@colchester.gov.uk	Portfolio Holder report	Clare Lawrance Client Asset Manager 01206 282506 Clare.lawrance@colchester.gov.uk
Award of contract for leased ICT equipment under Delegated Authority	No	July 2020	Portfolio Holder for Business and Resources, Councillor David King Please contact via Democratic Services (01206) 507832 email: democratic.services@colchester.gov.uk	Portfolio Holder report	Kieran Johnston Strategic ICT Manager 01206 507880 Kieran.johnston@colchester.gov.uk

KEY DECISION REQUIRED	DOES DECISION INCLUDE EXEMPT INFORMATION (or information defined by the Government as Confidential)	DATE OF DECISION or PERIOD DECISION TO BE TAKEN	DECISION MAKER (title and name, including Cabinet, portfolio holders and officers)	DOCUMENTS SUBMITTED OR TO BE SUBMITTED TO DECISION TAKER TO CONSIDER (and from where they are available)	CONTACT DETAILS FROM WHICH DOCUMENTS CAN BE OBTAINED (name of the authors of the reports)
Approval to award a contract over the value of £500,000 for the delivery and procurement of parking bay sensors for installation in various locations in both Colchester and Clacton-on-Sea.	Yes	July 2020	Portfolio Holder for Communities, Wellbeing and Public Safety, Councillor Michel Lilley (under delegated powers from Cabinet) Please contact via Democratic Services (01206) 507832 email: democratic.services	Portfolio Holder report will detailing the proposed contract to be awarded, including the supplier and works to be carried out by Ringway Jacobs/Essex Highways.	Jason Butcher Parking Project Manager 01206 282901 Jason.butcher@colchester.gov.uk
The award of a contract for the Council's new affordable homes to be constructed at Buffett Way and Scarfe Way, Greenstead	Yes	July 2020	Portfolio Holder for Housing, Councillor Adam Fox Please contact via Democratic Services (01206) 507832 email: democratic.services@colchester.gov.uk	Portfolio Holder report	Andrew Tyrrell Client Services Manager 01206 282390 Andrew.tyrrell@colchester.gov.uk

KEY DECISION REQUIRED	DOES DECISION INCLUDE EXEMPT INFORMATION (or information defined by the Government as Confidential)	DATE OF DECISION or PERIOD DECISION TO BE TAKEN	DECISION MAKER (title and name, including Cabinet, portfolio holders and officers)	DOCUMENTS SUBMITTED OR TO BE SUBMITTED TO DECISION TAKER TO CONSIDER (and from where they are available)	CONTACT DETAILS FROM WHICH DOCUMENTS CAN BE OBTAINED (name of the authors of the reports)
The award of a contract for the Council's new affordable homes to be constructed at Military Road	Yes	August 2020	Portfolio Holder for Housing, Councillor Adam Fox Please contact via Democratic Services (01206) 507832 email: democratic.services@colchester.gov.uk	Portfolio Holder report	Andrew Tyrrell Client Services Manager 01206 282390 Andrew.tyrrell@colchester.gov.uk
Award of Contract for the Colchester Northern Gateway Heat Network	Yes	2 September 2020	Cabinet (Cllrs Cory, J Young, Fox, Goss, Higgins, King, Lilley and Luxford Vaughan) Please contact via Democratic Services (01206) 507832 email: democratic.services@colchester.gov.uk	Cabinet report and tender analysis	Andrew Tyrrell Client Services Manager 01206 282390 Andrew.tyrrell@colchester.gov.uk

CONTACT ADDRESSES FOR COLCHESTER BOROUGH COUNCIL

Adrian Pritchard, Chief Executive
Rowan House, 33 Sheepen Road, Colchester CO3 3WG
Tel: (01206) 282211
email: adrian.pritchard@colchester.gov.uk

Pamela Donnelly, Strategic Director, Customer and Relationships
Rowan House, 33 Sheepen Road, Colchester CO3 3WG
Tel: (01206) 282712
email: pamela.donnelly@colchester.gov.uk

Ian Vipond, Strategic Director, Policy and Place
Rowan House, 33 Sheepen Road, Colchester CO3 3WG
Tel: (01206) 282717
email: ian.vipond@colchester.gov.uk

Dan Gascoyne, Chief Operating Officer
Rowan House, 33 Sheepen Road, Colchester CO3 3WG
Tel: (01206) 282294
email: dan.gascoyne@colchester.gov.uk

Lucie Breadman, Assistant Director Communities
Rowan House, 33 Sheepen Road, Colchester CO3 3WG
Tel: (01206) 282726
email: lucie.breadman@colchester.gov.uk

Richard Block, Assistant Director Corporate and Improvement Services
Rowan House, 33 Sheepen Road, Colchester CO3 3WG
Tel: (01206) 506825
email: richard.block@colchester.gov.uk

Rory Doyle, Assistant Director Environment
Rowan House, 33 Sheepen Road, Colchester CO3 3WG
Tel: (01206) 507885
e-mail: rory.doyle@colchester.gov.uk

Mandy Jones, Assistant Director Place and Client Services
Rowan House, 33 Sheepen Road, Colchester CO3 3WG
Tel: (01206) 282501
email: mandy.jones@colchester.gov.uk

Leonie Rathbone, Assistant Director Customers
Rowan House, 33 Sheepen Road, Colchester CO3 3WG
Tel: (01206) 507887
email: leonie.rathbone@colchester.gov.uk

