

# Scrutiny Panel Meeting

**Grand Jury Room, Town Hall, High Street,  
Colchester, CO1 1PJ  
Tuesday, 20 July 2021 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 attend all meetings of the Council, its Committees and Cabinet. You also have the right to see the agenda (the list of items to be discussed at a meeting), which is usually published five working days before the meeting, and minutes once they are published.

Dates of the meetings are available here:

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

Most meetings take place in public. This only changes when certain issues, for instance, commercially sensitive information or details concerning an individual are considered. At this point you will be told whether there are any issues to be discussed in private, if so, you will be asked to leave the meeting.

## Have Your Say!

The Council welcomes contributions and representations from members of the public at most public meetings. If you would like to speak at a meeting and need to find out more, please refer to the Have Your Say! arrangements here: <http://www.colchester.gov.uk/haveyoursay>.

## Audio Recording, Mobile phones and other devices

The Council audio records public meetings for live broadcast over the internet and the recordings are available to listen to afterwards on the Council's website. Audio recording, photography and filming of meetings by members of the public is also welcomed. Phones, tablets, laptops, cameras and other devices can be used at all meetings of the Council so long as this doesn't cause a disturbance. It is not permitted to use voice or camera flash functions and devices must be set to silent. Councillors can use devices to receive messages, to access meeting papers and information via the internet. Looking at or posting on social media by Committee members is at the discretion of the Chairman / Mayor who may choose to require all devices to be switched off at any time.

## Access

There is wheelchair access to the Town Hall from St Runwald Street. There is an induction loop in all the meeting rooms. If you need help with reading or understanding this document, please take it to the Library and Community Hub, Colchester Central Library, using the contact details below and we will try to provide a reading service, translation or other formats you may need.

## Facilities

Toilets with lift access, if required, are on each floor of the Town Hall. A water dispenser is available on the first floor.

## Evacuation Procedures

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Colchester, CO1 1JB

telephone (01206) 282222 or textphone 18001 followed by the full number you wish to call

e-mail: [democratic.services@colchester.gov.uk](mailto:democratic.services@colchester.gov.uk)

[www.colchester.gov.uk](http://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, 20 July 2021 at 18:00**

**The Scrutiny Panel Members are:**

Councillor Mark Cory  
Councillor Tina Bourne  
Councillor Nigel Chapman  
Councillor Lyn Barton  
Councillor Derek Loveland  
Councillor Lorcan Whitehead  
Councillor Dennis Willetts  
Councillor Barbara Wood

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.**

**1 Welcome and Announcements**

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

**2 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**

The Councillors will be invited to confirm that the minutes of the meetings held on 26 May 2021 and 8 June 2021 are a correct record.

**Scrutiny Panel Minutes 26 May 2021**

7 - 8

**Scrutiny Panel Minutes 8 June 2021**

9 - 10

**6 Have Your Say!**

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

**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 Year End April 2020 – March 2021 Performance Report Key Performance Indicators (KPI) and Other Performance News**

11 - 36

This report provides details of performance against Key Performance Indicators (KPIs) for 2020 - 2021. The report also includes other performance news.

- |    |  |           |
|----|--|-----------|
| 11 | <p><b>Year End April 2020 to March 2021 Performance Report - 2020-2023 Strategic Plan Action Plan</b></p> <p>This report provides details of progress in delivering against the Council's Strategic Plan for 2020-2023 at the end of 2020-2021.</p>  | 37 - 82   |
| 12 | <p><b>Budget Strategy 2022/23 and Transformation</b></p> <p>Scrutiny Panel is invited to consider the 7 July 2021 Cabinet report and make recommendations to Cabinet.</p>  | 83 - 92   |
| 13 | <p><b>Annual Scrutiny Report</b></p> <p>This report sets out the work of the Scrutiny Panel during 2020/21 and requests that the Panel recommend the report to Full Council for approval on 20 October 2021.</p>   | 93 - 104  |
| 14 | <p><b>Work Programme 2021-22</b></p> <p>This report sets out the current Work Programme 2021-2022 for the Scrutiny Panel. This provides details of the reports that are scheduled for each meeting during the municipal year.</p>  | 105 - 118 |
| 15 | <p><b>Exclusion of the Public (Scrutiny)</b></p> <p>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).</p> |           |

## Part B

### (not open to the public including the press)

# SCRUTINY PANEL

**26 MAY 2021**

*Present: -*

Councillor Barton, Councillor Bourne, Councillor Chapman, Councillor Cory, Councillor Loveland, Councillor Whitehead, Councillor Willetts, Councillor Wood.

## **301. Appointment of Chairman**

*RESOLVED* that Councillor Cory be appointed as Chairman for the ensuing municipal year.

## **302. Appointment of Deputy Chairman**

*RESOLVED* that Councillor Bourne be appointed as Deputy Chairman for the ensuing municipal year.





# SCRUTINY PANEL

## 8 June 2021

*Present:* - Councillor Barton, Councillor Bourne, Councillor Chapman, Councillor Cory [Chairman], Councillor Loveland, Councillor Willetts, Councillor Wood

*Substitutions:* - Councillor Pearson for Councillor Whitehead

*Also present:* - None

### **302. Minutes of Previous Meetings**

*RESOLVED* that the minutes of the meeting held on 16 March 2021 and 18 March 2021 be confirmed as correct records.

### **303. Work Programme**

Owen Howell, Democratic Services Officer, introduced the report and explained the content and recommended decisions as set out in it. This included the recommendation that scrutiny training be arranged and made available to all potential substitute members. A Panel member asked for as much notice as possible regarding training and suggested that more than one session be set up, if possible.

The Chairman voiced his intention to instigate a rolling series of Portfolio Holder briefings and question-and-answer sessions with the Scrutiny Panel.

The Panel discussed its role as the Crime and Disorder Committee, with the view given that the work of all partners needed to be scrutinised and discussed, rather than only focussing on the work of the Police. The Panel discussed the suggestion that the additional meeting of that Committee be cancelled, and a member recommended that if that meeting was kept, that it be used as an opportunity to question a wider range of partners.

It was noted that past meetings of the Crime and Disorder Committee had included representatives of non-police and non-statutory partners in community safety, included the Garrison and the Business Improvement District. The Panel was strongly advised to identify a specific issue or area of community safety for the Committee to examine at its second meeting each year, if this is maintained.

Members of the Panel suggested that the Panel should examine public health provision across the Borough and that the Council had a role in ensuring that public health provision was appropriate.

*RESOLVED* that: -

- (a) The Panel has considered and approves the contents of the Work Programme for 2021-2022.
- (b) An additional meeting of the Crime & Disorder Committee continue to be held in February or March and that the Panel would identify its focus
- (c) Training for the Panel be organised and opened up for all members of the Council
- (d) Portfolio Holders would be asked to commence a rolling series of briefings/question and answer sessions with the Scrutiny Panel.
- (e) The Panel would look to conduct scrutiny of public health issues in the future.

## Scrutiny Panel

Item  
**10**

20 July 2021

<b>Report of</b>	<b>Assistant Director – Corporate and Improvement</b>	<b>Author</b>	<b>Richard Block</b> ☎ 506825
<b>Title</b>	<b>Year End April 2020 – March 2021 Performance Report Key Performance Indicators (KPI) and Other Performance News</b>		
<b>Wards affected</b>	All wards		

### 1. Executive Summary

- 1.1 This report provides details of performance against Key Performance Indicators (KPIs) for 2020 - 2021. The report also includes other performance news.

### 2. Action Required

- 2.1 To review performance against Key Performance Indicators and, where Key Performance Indicators have not been met, that appropriate corrective action has been taken.
- 2.2 Where concerns about performance are identified, to make recommendations to Cabinet so these can be considered when Cabinet considers the same report in September.

### 3. Reason for Scrutiny

- 3.1 To review year end performance for 2020 – 2021 and ensure robust performance management of key Council services.

#### 4. Background Information

- 4.1 The Council has agreed key performance indicators which it uses as part of its Performance Management Framework to help monitor progress and improvement. This report provides an update on the Council's Key Performance Indicators and a review of other performance achieved throughout the reporting period.
- 4.2 The report at Appendix A features an improved graphical presentation of year-to-date performance, previous year performance and targets.
- 4.3 At the year end point for April 2020 - March 2021, the overall position was that 6 targets were achieved (or 'green'), and 7 did not meet the target in full ('red').
- 4.4 Of the six KPIs that have been achieved ('green' KPI's), it is worth noting that some have been exceeded. This is particularly the case in relation to Housing Benefit and Local Council Tax Scheme (KPI K1B1) where residents are receiving benefits after an average of four and three days processing time, respectively.
- 4.5 Targets for processing all types of Planning applications have been exceeded. Sickness levels have improved significantly at 5.28 days (this time last year the rate was 8.76 days).
- 4.6 Targets have not been met for seven indicators ('red' KPIs) due to impacts from the Covid-19 pandemic. These are:
- K1H1 Net Additional Homes Provided
  - K1H3 Full Homelessness Duty Owed
  - K1H4 Rent Collected
  - K1H5 Average time to re-let Council Homes
  - K1R2 Business Rates (NNDR) Collected
  - K1W1 Residual Household Waste per household
  - K1W2 Household Waste Reused, Recycled and Composted
- 4.7 Net additional homes provided has been severely impacted by the pandemic. The lockdown in March 2020 stalled housebuilding and figures for Q1 reflect this. Changes in construction methods because of the pandemic also meant delivery was slower than normal for the remainder of the year.
- 4.8 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. Analysis of the data suggested the current target was not realistically achievable. This KPI has been revised and a new more meaningful measure has been adopted for the current year.
- 4.9 Rent collection has been affected by removal of sanctions (eviction ban); increasing number of tenants claiming Universal Credit (around 1400) or living on reduced income and a small number of tenants who have high levels of arrears with collection being 1.17% lower than the previous year. Colchester

Borough Homes Approach to collection throughout the pandemic has been to “collect with care” providing significant support with benefit and money advice.

- 4.10 The average time to re-let Council Homes has also been affected by the pandemic. Performance affected by CBC main contractor for empty properties furloughing staff during pandemic. Works continued through the CBH Direct labour team, however risk assessments, shielding staff, shortage of supplies (plaster, kitchens etc), delays with property clearance and tenant circumstances (Covid related) led to delays.
- 4.11 As expected, the collection for business rates is significantly below target and last year's figures. Several large businesses have fallen into administration and not all of those affected by the pandemic were eligible for government grants or relief. The team have focused on distributing grants rather than formal recovery of late or non-payments.
- 4.12 Residual household waste significantly increased because of lockdowns. This increased the amount of residual waste that residents could present for collection. Since services have been restored, residents have continued, in general, to generate more residual waste than previous years. This is likely to be impacted by more residents working from and/or spending more time at home, in addition to the impact of non-essential shops being closed and online shopping being more prevalent.
- 4.13 Recycling KPI's have also been affected by lockdowns combined with additional safety measures introduced to protect staff. This resulted in the implementation of different collection policies and a pause on collecting some materials. This in turn also impacted the recycling rate in the earlier months of the financial year when the collection of paper, plastic and garden waste was paused. Since restarting the services, we have seen the recycling levels return to a similar level as previous years.
- 4.14 In addition to the performance described above, the Council has again received numerous awards and accreditations, and these are highlighted at the end of Appendix B.

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

- 5.1 Robust performance management of key Council Services supports the 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.

## **6. Strategic Plan References**

- 6.1 There are no references to the 2020 – 2023 Strategic Plan.

## **7. Consultation**

- 7.1 The report's contents do not have any direct implications regarding consultation.

## **8. Publicity Considerations**

- 8.1 The performance report contains measures for our key performance indicators. 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 Many of the KPI targets reported above ensure that Council Services that have a positive impact on Health and Wellbeing are delivered effectively.

## **11. Health and Safety Implications**

- 11.1 There are no direct health and safety implications associated with this report.

## **12. Risk Management Implications**

- 12.1 There are no direct risk management implications associated with this report.

## **13. Environmental and Sustainability Implications**

- 13.1 The KPIs relating to recycling and the levels of residual waste collected are the key indicators that contribute to Environment and Sustainability.

## **14. Appendices**

Appendix A. KPI Year End Report covering April 2020 – March 2021.

Appendix B. Awards and Other Performance News covering April 2020 – March 2021.

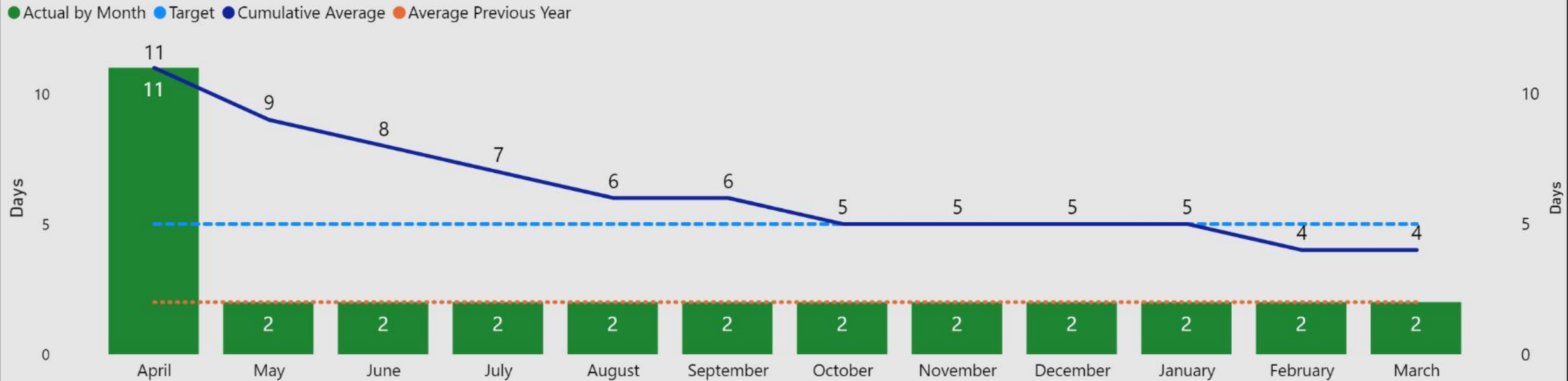
**Corporate**  
**Key Performance Indicators**  
**Year End Report**  
**April 2020 - March 2021**

K1B1 Housing Benefit	→
K1B1 LCTS	→
K1H1 Additional Homes	→
K1H2 Affordable Homes	→
K1H3 Homelessness	→
K1H4 Rent Collected	→
K1H5 Re-lets	→
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 % of Scheduled Collections Made	→

# K1B1 Time to Process Housing Benefit new claims and changes



K1B1 Time to process Housing Benefit new claims and changes



## Cumulative Average against Target

4✓  
Target: 5  
March

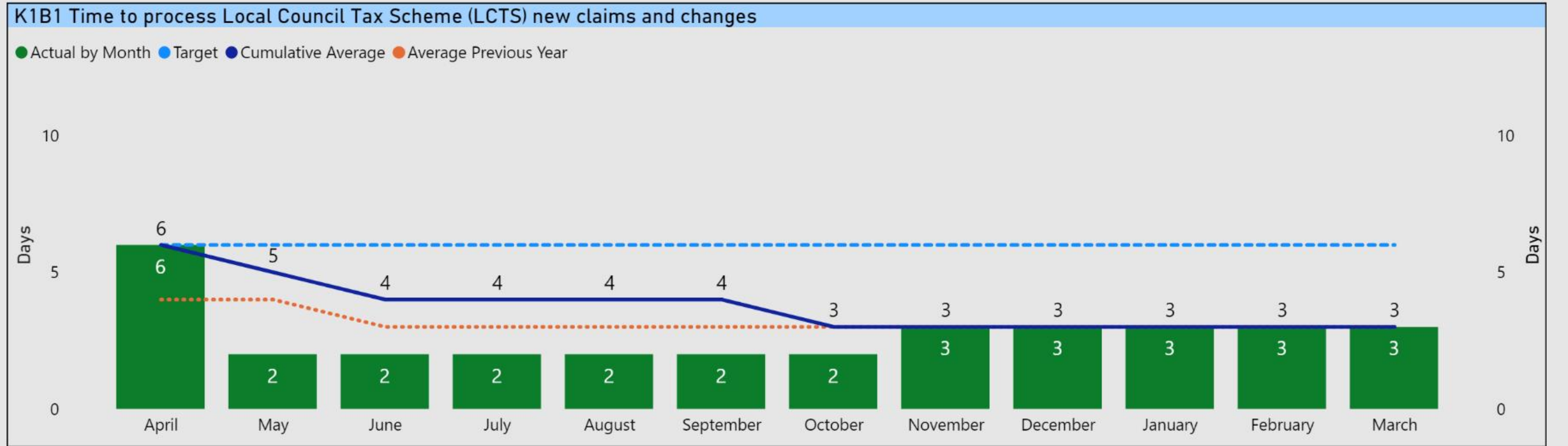
## Supporting Narrative

The team has performed exceptionally well during the pandemic year exceeding the target for processing housing benefit applications and changes. Housing benefit has been awarded quickly to residents to help them with financial difficulties. The teams’ performance is ranked in the national top quartile and is the best in Essex.

## Target 2021-2022

5





Cumulative Average against Target

3✓

Target: 6 March

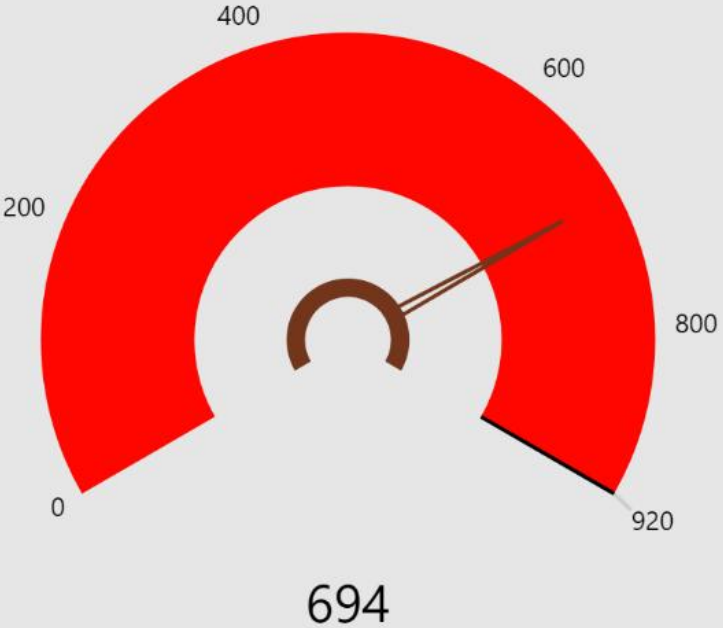
Supporting Narrative

Despite a significant increase in the number of new applications and assessments due to the pandemic, the team has again performed exceptionally well exceeding the target for processing local council tax support (LCTS). LCTS has been awarded quickly to residents to help them with financial difficulties.

Target 2021-2022

6

K1H1 Additional Homes Provided



Actual towards Target

694!

Target: 920  
March

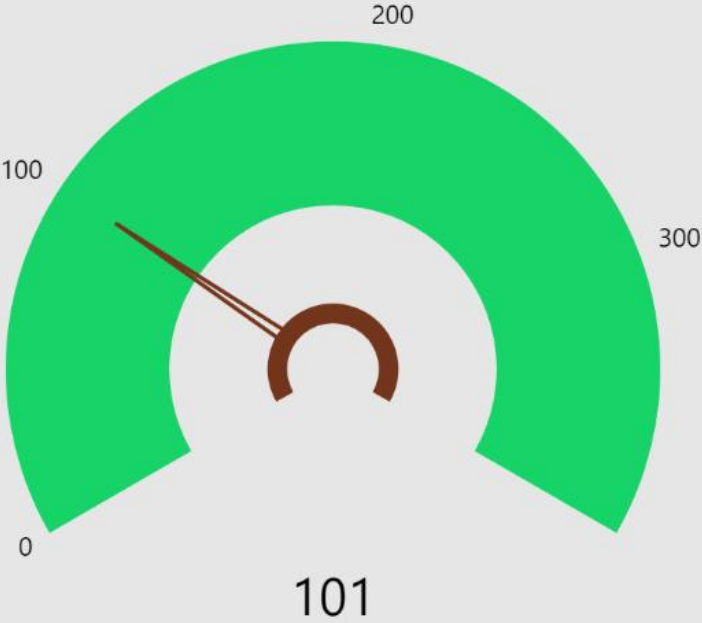
Supporting Narrative

The lockdown in March 2020 stalled housebuilding and figures for Q1 reflect this. Changes in construction methods as a result of the pandemic also meant delivery was slower than normal for the remainder of the year. The housing market remains buoyant however and delivery is expected to pick up. Previous over delivery in recent years should ensure there are no penalties from under delivery in 2020/21.

Target 2021-2022

920

K1H2 Affordable Homes Delivered over Three Years



Actual against Year Two Target

101

March

Supporting Narrative

Affordable housing delivery remained on track to achieve the 3-year target with only 15 affordable homes delayed in 2020-2021 due to the global health pandemic. These delayed homes are expected to be delivered in quarter 1 of 2021-2022.

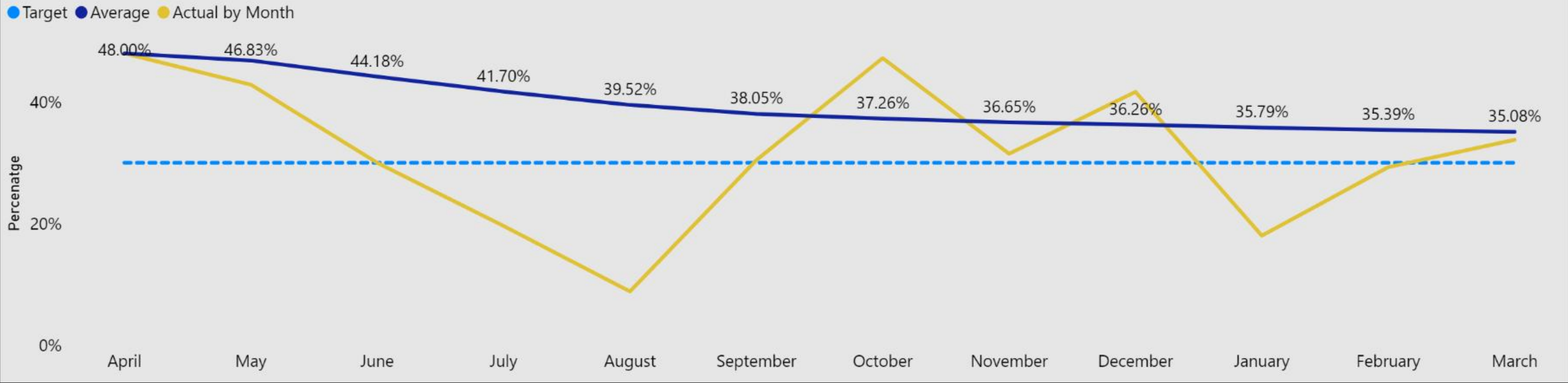
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Target 2020-2023

380



### K1H3 Full Homelessness Duty Owed



### Cumulative against Target

35.08%!

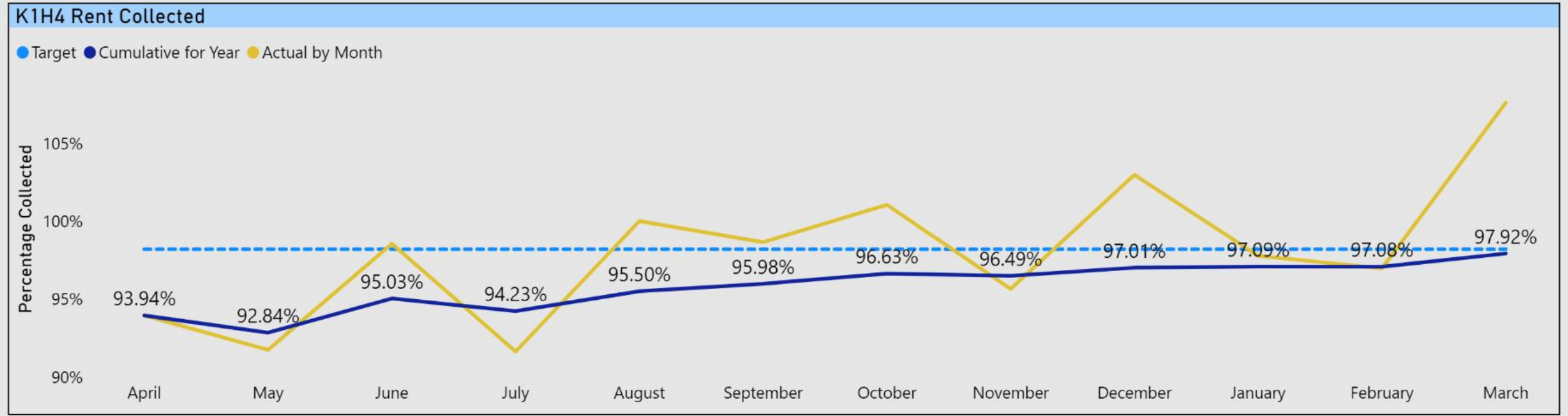
Target: 30%  
March

### Supporting Narrative

185 households were accepted as homeless with a duty to house. Covid pandemic reduced options for relieving homeless, in the Private sector. The eviction ban (ends June) was intended to reduce pressure on homeless services; however, number of presentations is comparable with previous years.

### Target 2021-2022

New format but without a target



Cumulative against Target

97.92%!

Target: 98.20%

March

Supporting Narrative

Rent collection close to target - has been affected by removal of sanctions (eviction ban); increasing number of tenants claiming Universal Credit (around 1400) or living on reduced income and a small number of tenants who have high levels of arrears. Collection down 1.17% on previous year. CBH Approach to collection throughout the pandemic has been to “collect with care” providing significant support with benefit and money advice.

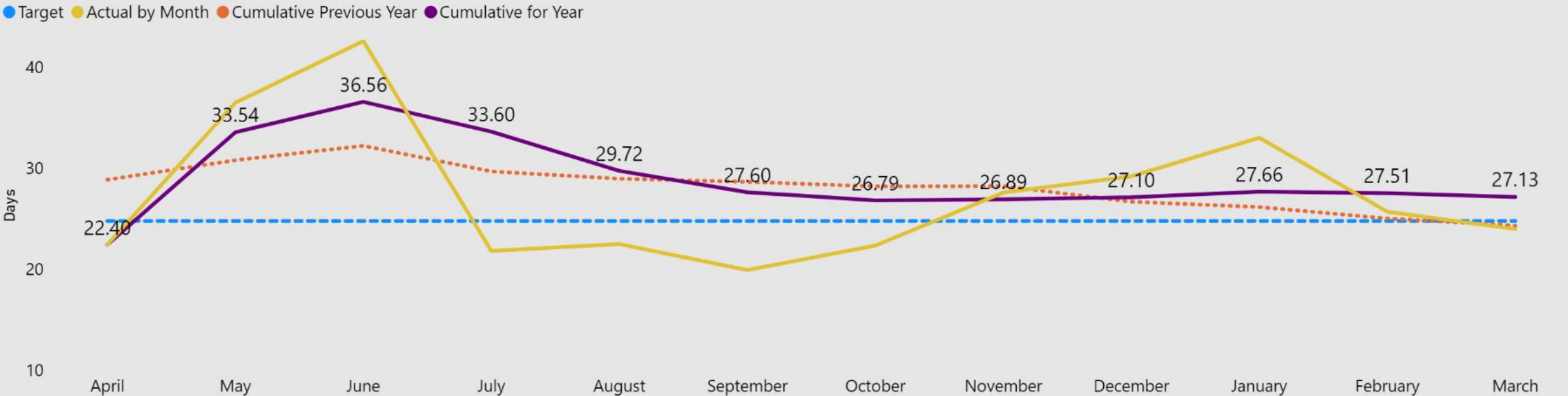
Target 2021-2022

98%

# K1H5 Average time to re-let Council Homes



## K1H5 Average time to re-let Council Homes



### Cumulative against Target

**27.13!**  
Target: 24.75  
March

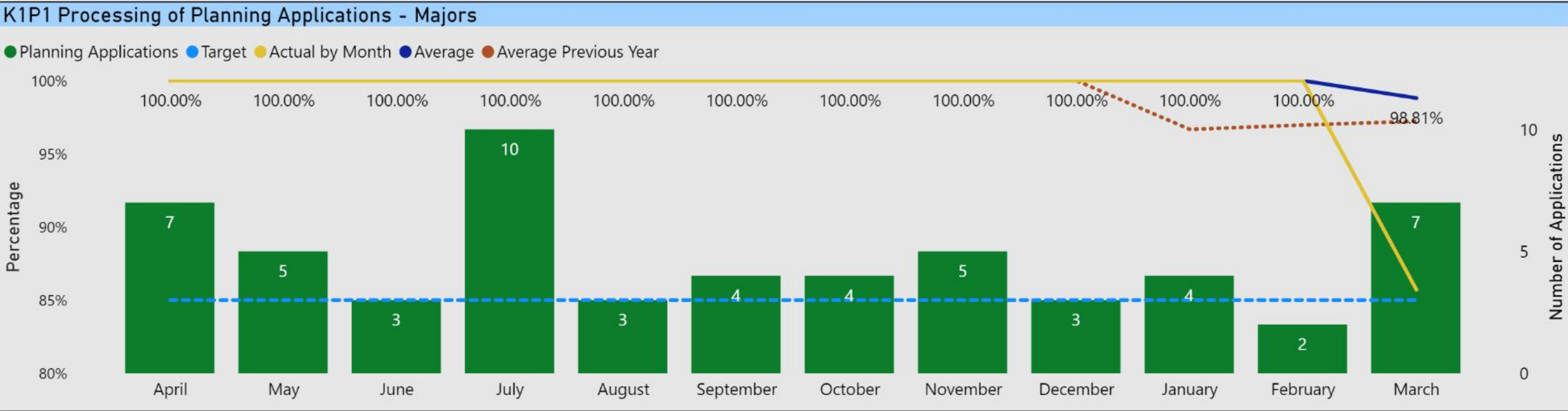
### Supporting Narrative

177 General needs lettings were made during the year (only 19 of which were 3 bed homes). Performance affected by CBC main contractor for Empty properties furloughing staff during pandemic. Works continued through the CBH Direct labour team, however risk assessments, shielding staff, shortage of supplies (plaster, kitchens etc), delays with property clearance and tenant circumstances (Covid related) led to delays. Benchmarking demonstrates this to be good performance when compared to other providers.

### Target 2021-2022

**25**





Average against Target

98.81%✓

Target: 85%  
March

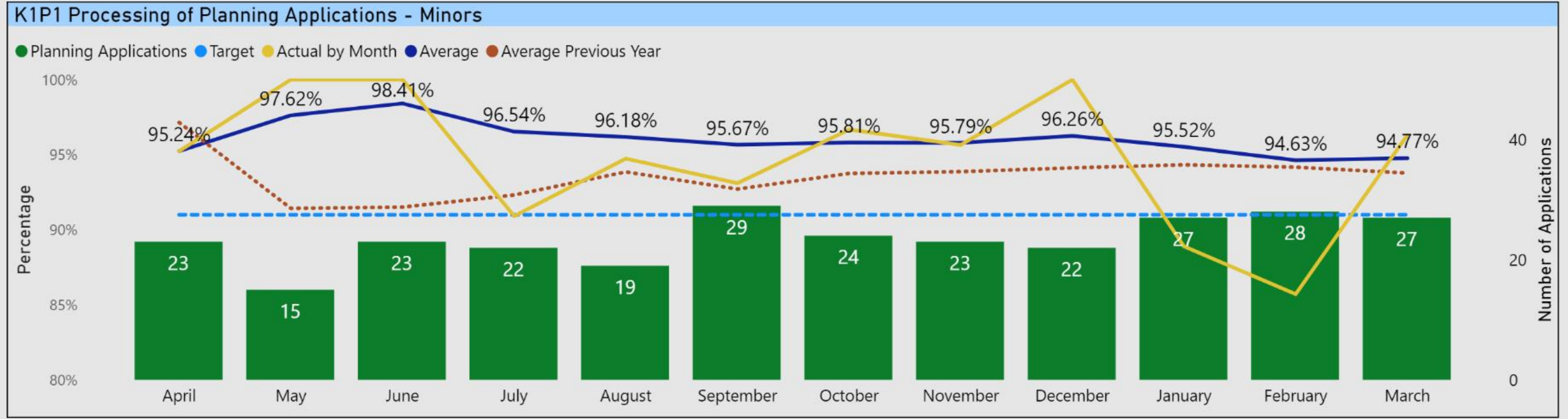
Supporting Narrative

The team achieved a consistently high level of decision making for major applications, 57 major applications were determined during this period, performance is on track and targets are being met.

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Target 2021-2022

85%



Average against Target

94.77%✓

Target: 91%  
March

Supporting Narrative

The team achieved a consistently high level of decision making for minor applications, 282 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.

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Target 2021-2022

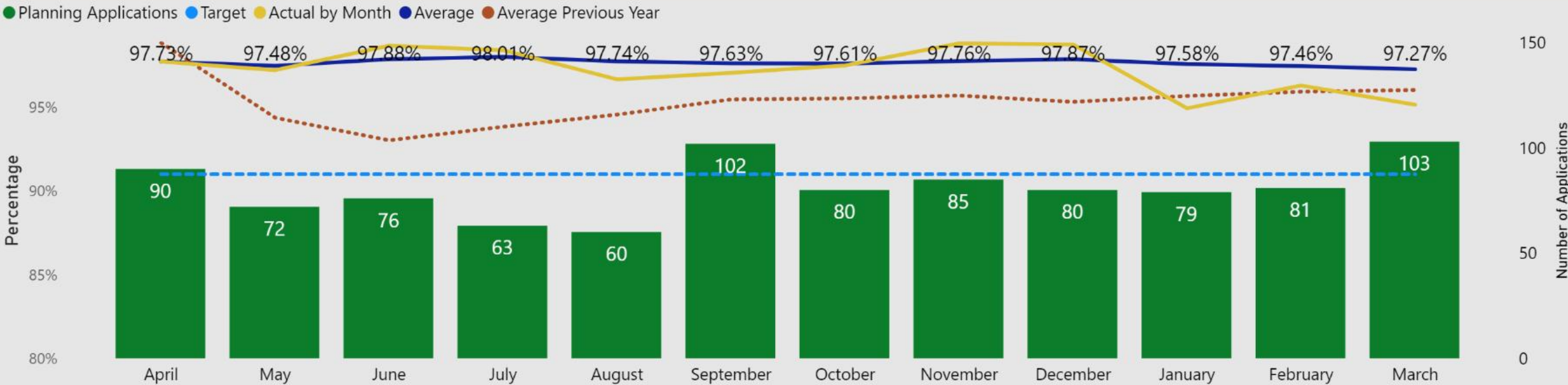
91%



# K1P1 Processing of Other Planning Applications



## K1P1 Processing of Planning Applications - Others



Average against Target

97.27%✓

Target: 91%  
March

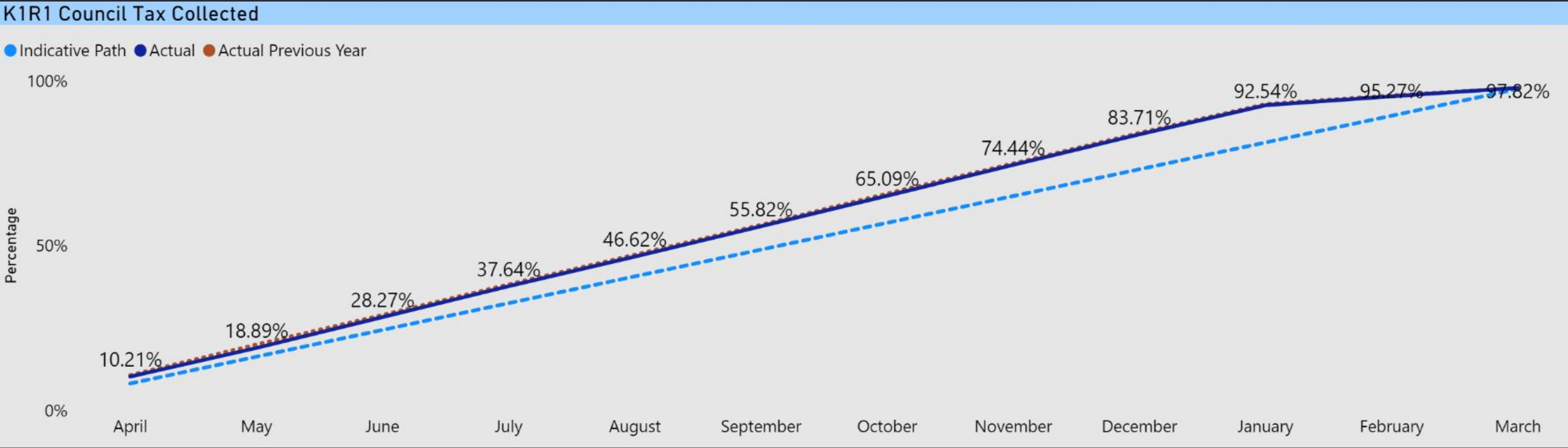
Supporting Narrative

The team achieved a consistently high level of decision making for “other” planning applications, with over 971 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.

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Target 2021-2022

91%



Actual against Year End Target

97.82%✓

Indicative Path: 97.50%  
March

Supporting Narrative

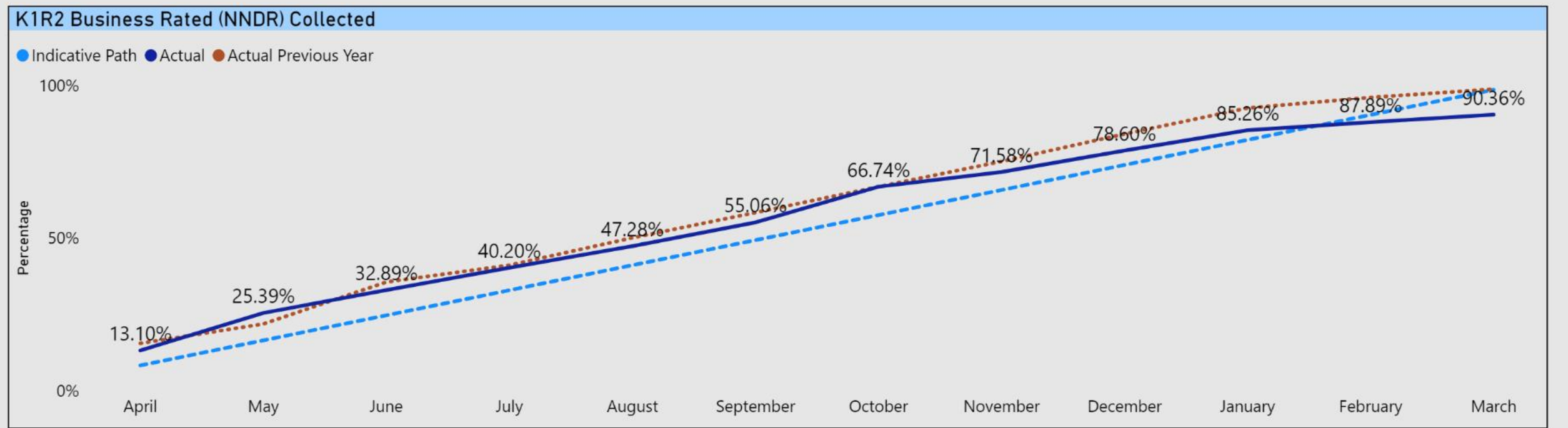
The team have worked incredibly hard this year supporting those struggling to pay their council tax due to the pandemic. They have done this whilst still maintaining an excellent overall council tax collection rate. This year's collection rate exceeds both the original pre- pandemic target set and the previous years' collection rate. The team are very proud of their achievement. The team have also collected an additional £4mn compared to the previous year and the tax base continues to increase significantly every year.

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Target 2021-2022

96.50%





Actual against Year End Target

90.36%!

Indicative Path: 98.50%  
March

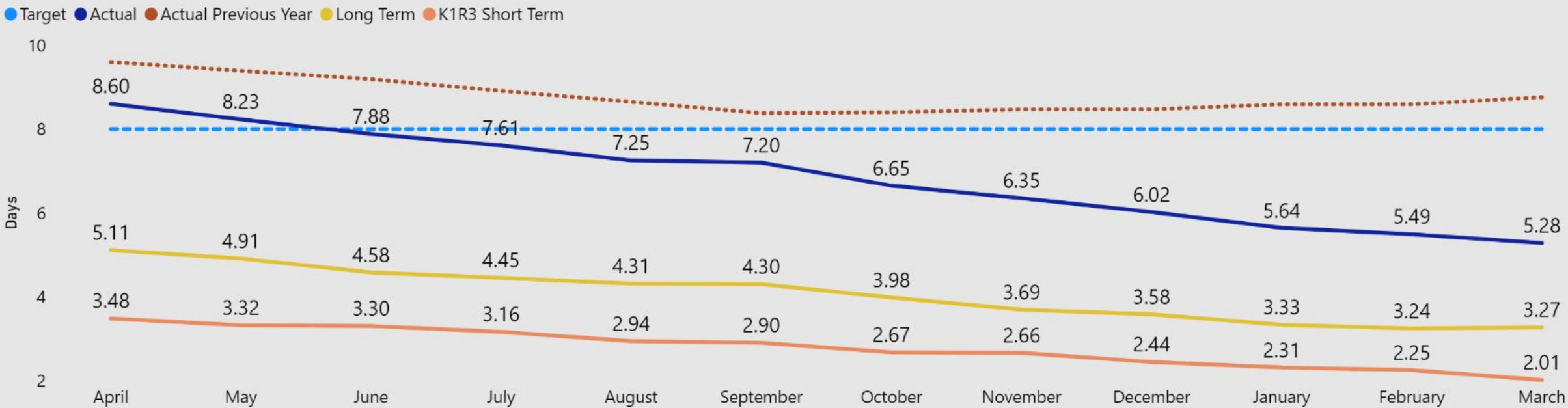
Supporting Narrative

As expected, the collection for business rates is significantly below target and last year's figures. Several large businesses have fallen into administration as well as many severely affected by the pandemic but not eligible for government grants or relief. The team have focused on distributing grants rather than formal recovery of late or no payments. A recovery plan is being developed and will be implemented during 2021/22.

Target 2021-2022

90%

K1R3 Sickness Rates (Rolling Figures)



Actual against Target

5.28✓  
Target: 8  
March

Supporting Narrative

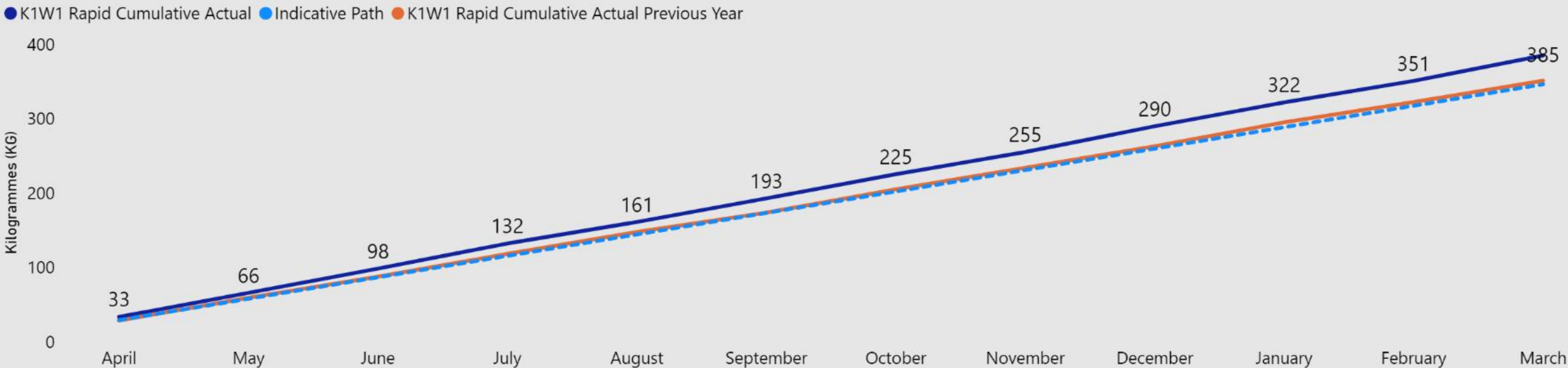
Despite the pandemic, our sickness absence has reduced significantly and is well within the target of 8 days. This reduction coincides with periods of lockdown, social distancing, homeworking for office-based staff, face coverings and handwashing advice. Sickness absence will continue to be closely monitored as lockdown measures ease.

Target 2021-2022

8



K1W1 Residual Household Waste per Household



Actual against Target

384.75!

Indicative Path: 346  
March

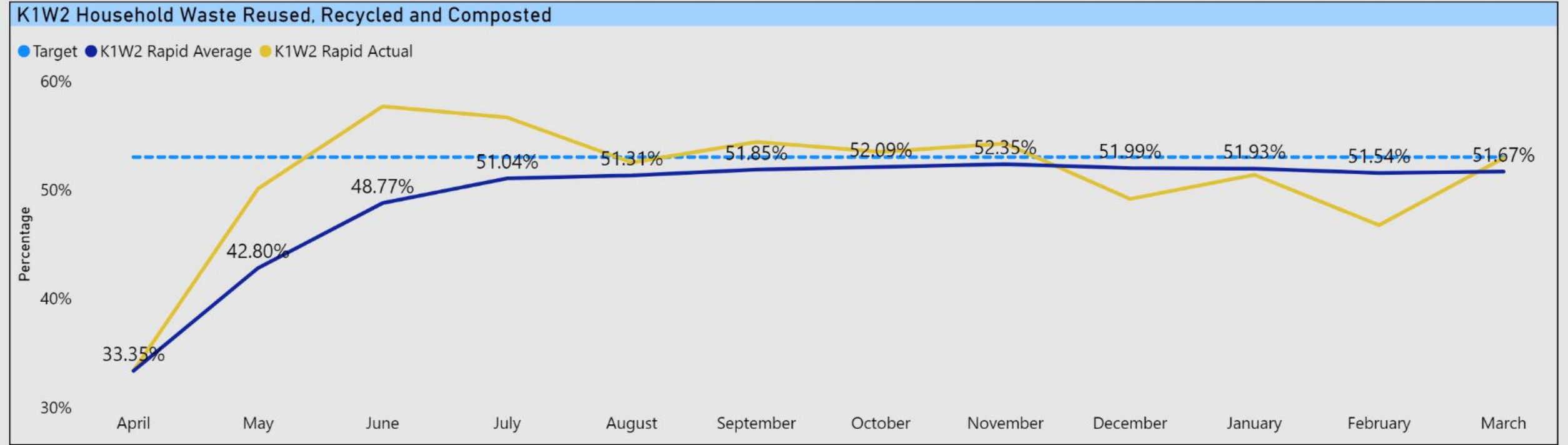
Supporting Narrative

The first lockdown in March 2020 and the impact of safety measures introduced to protect staff meant the implementation of different collections policies and a pause on some materials. This increased the amount of residual waste that residents could present for collection.

Since services have been restored, residents have continued, in general, to generate more residual waste than previous years. This could be a possible out of more residents working from and/or spending more time at home, in addition to the impact of non-essential shops being closed and online shopping being more prevalent.

Target 2021-2022

346



Average against Target

51.67%!

Target: 53%  
March

Supporting Narrative

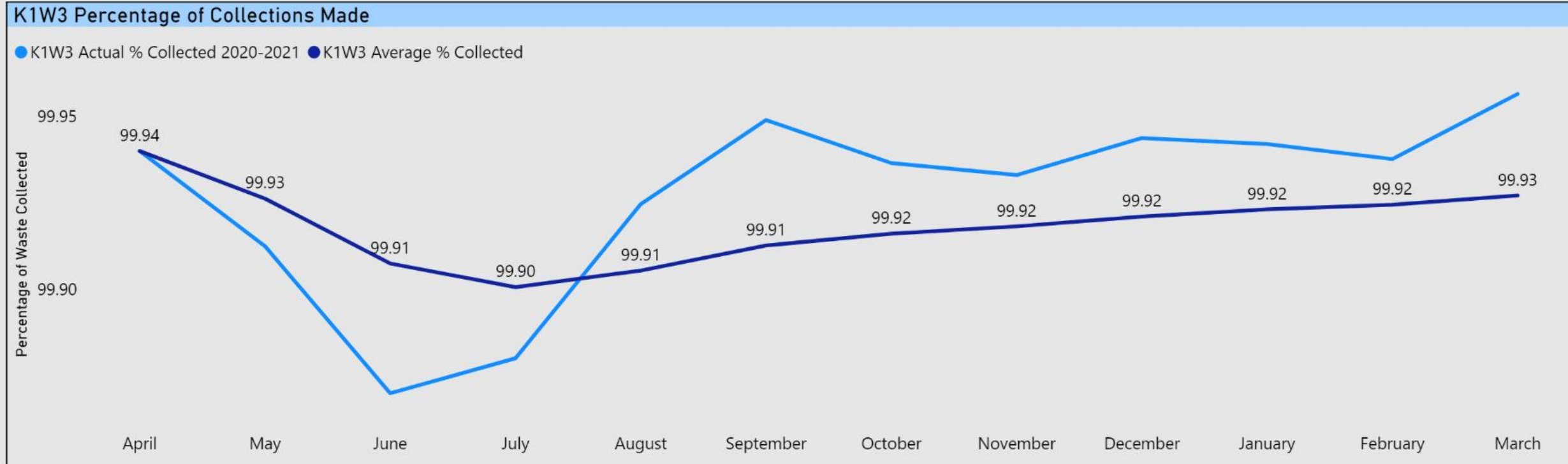
The first lockdown in March 2020 and the impact of safety measures introduced to protect staff meant the implementation of different collections policies and a pause on some materials. This impacted the percentages in the earlier months of the financial year when the collection of paper, plastic and garden waste was paused. Since restarting the services, we have seen the percentage of material at a similar level as previous years.

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Target 2021-2022

53%





Average against Target

99.93!

Target: 99.94%  
March

Supporting Narrative

The changes to the service at the beginning of the year as a result of the measures introduced to protect staff from the Covid-19 pandemic made an impact on the performance of the service. The increased tonnage of material that the crews were required to collect, with no additional resource, along with a need to use temporary or agency staff as a result of shielding, self-isolation and sickness, did have an impact on performance. As services have been recovered and stabilised, along with staff returning to work, performance has improved and continues to...

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Target 2021-2022

99.94%





## Item 10 Appendix B. Other performance news

- **Awards and accreditations**

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

Achieved April 2020 to March 2021 – full-year report	
<a href="#">Working Well award</a>	The Council has achieved level 3 of this accreditation from <a href="#">Provide</a> , in supporting staff with health and wellbeing issues. This is the <a href="#">top level</a> , which recognises that the organisation “demonstrates long term, sustained commitment and creative development and engagement of staff”. <b>March 2021</b>
<a href="#">Town Deal Fund</a>	Colchester was selected as one of 101 towns across the country that could apply. The bid was submitted by ‘ <a href="#">We Are Colchester</a> ’, a partnership involving public, private and voluntary organisations, formed in January 2020. These ambitious and dynamic plans to help deliver long-term economic growth for Colchester are a step closer, following the award of £18.2m from the government’s <a href="#">Town Deal Fund</a> . <b>March 2021</b>
<a href="#">"We're good to go" Visit Britain/Visit England</a>	We received recognition under this scheme that our venues follow government and industry COVID-19 guidelines. This includes Colchester Castle and Natural History Museum, and events held by Amphora Trading, the Council’s events company. <b>February 2021</b>
<a href="#">Customer Service Excellence standard</a>	<p>The Council’s Contact and Support team were awarded the Customer Service Excellence standard for the third year in a row, following a rigorous assessment day.</p> <p>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 a 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. <b>February 2021</b></p>
<a href="#">Driving Innovation – Environmental Sustainability</a>	<p>The Council was featured in the 2020 Environmental sustainability report from Microsoft, a testament to the work which the organisation is achieving on Dynamics, ICT Strategy and our focus on commitment to climate change.</p> <p><i>“Colchester Borough Council provides services to 192,500 residents, from licensing to recycling. The Council is using Dynamics 365 to unify its data, like the recycling tracking system that provides reporting via Power BI, showing data like heatmaps of problem spots for collections or where residents need more encouragement to recycle. The insights derived from Power BI close the loop for development, providing KPIs that help the Borough improve both the app and recycling services to improve landfill diversion rates”. <a href="#">(page 52)</a>. <b>February 2021</b></i></p>

<a href="#">Covid-19 support</a>	The Council was ranked third best in the country for the distribution of Covid-19 Discretionary Business Support Grants, in data released by the Department for Business, Energy and Industrial Strategy. The data showed that Colchester had distributed 92% of the amount of Discretionary Grants allocated. <b>January 2021</b>
<a href="#">UK IT Industry Awards</a>	The Digital Access Support Team were finalists for Best Public Sector IT Project. It was a real achievement to be in this national shortlist – fellow finalists included DVSA, DEFRA and DWP, with the award going to HMRC. <b>November 2020</b>
<a href="#">LGC awards</a>	<p>Colchester won the Entrepreneurial Council category of the LGC Awards 2020.</p> <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.</p> <p>The <b>Entrepreneurial Council</b> award showcases the work of the Council’s wholly-owned commercial companies Colchester Amphora Trading Ltd (CATL), Colchester Amphora Energy Ltd (CAEL) and Colchester Amphora Homes Ltd (CAHL) since their formation in 2018.</p> <p>Colchester was also shortlisted in two other categories: Driving Growth and Digital Impact.</p> <ul style="list-style-type: none"> <li>• The <b>Driving Growth</b> 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.</li> <li>• Colchester Amphora Trading’s entry in the <b>Digital Impact</b> category follows its work to deliver the new ultrafast broadband network currently being rolled out to businesses and homeowners in the town centre. <b>October 2020.</b></li> </ul>
<a href="#">Park Mark Plus</a> - British Parking Association (BPA)	The Council’s <a href="#">Priory Street Car Park</a> is only the second car park in the country to receive <a href="#">Park Mark Plus</a> status. Building on the BPA’s Safer Parking scheme, the new Park Mark Plus award recognises only the highest-quality car parks. The award assesses a range of criteria, including services, operations, design and build. To qualify for the award, car parks must already have the BPA’s <a href="#">Park Mark award</a> and meet the <a href="#">Disability Parking Accreditation</a> criteria. <b>October 2020</b>
<a href="#">Green Flag Awards</a>	Castle Park, High Woods Country Park and Colchester’s Cemetery and Crematorium have received Green Flag Awards. 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. As well as receiving its 18th Green Flag award, Castle Park has also once again been awarded <a href="#">Green Heritage Site</a> status, which recognises its work to promote its historic surroundings. <b>October 2020</b>

<a href="#">Municipal Journal (MJ) awards 2020</a>	<p>The Council was named '<b>Best Commercial Council</b>' in one of the major events in the public sector calendar. Judges recognised the Council's vision in establishing its commercial trading companies through Colchester Commercial Holdings Ltd and its three subsidiary companies: Colchester Amphora Energy Ltd; Colchester Amphora Homes Ltd, and Colchester Amphora Trading Ltd.</p> <p>Judges singled out achievements to date, which include the delivery of a nationally-significant carbon-cutting District Heat Network at Colchester Northern Gateway; a £95 million borough-wide housebuilding programme, which combines private housing with 30% council-owned homes for affordable rent; delivery of the 76-acre Colchester Northern Gateway Sports Park, and deployment of ultrafast gigabyte broadband to new homes and businesses across Colchester.</p> <p>Cezara Cosma was highly commended in the <b>Rising Star</b> category. Initially joining as a Housing Benefit temp, Cezara is now the Council's contact and support manager. This category is "a great way of recognising new talent which is really important for local government." With Lily Etherington's <a href="#">2019</a> commendation, staff in the Council's Customer directorate have been finalists in two of the three years since this category's launch. <a href="#">October 2020</a></p>
<a href="#">Local Government Information Unit</a>	<p>The Council features as a 'locally led place-shaping in action' case study in the LGiU's 'Power down to level up – resilient place shaping for a post-Covid world' report. <b>October 2020</b></p>
<a href="#">District Councils' Network</a>	<p>The Council features as case studies in these three national reports:</p> <ul style="list-style-type: none"> <li>• <a href="#">Transformation in localities</a> Working with integrated care systems case study about the Council's long-standing engagement with the wider health and social care sector is on page 11 of this District Council's Network/Grant Thornton report.</li> <li>• <a href="#">Case Study Report: How districts have continued to deliver during Covid-19</a> The Council's <a href="#">Covid-19 Community Response Pack</a> is featured on page 3's "information sharing and support", with its "Support for places and High Street adaptation" contribution to business recovery on page 10.</li> <li>• <a href="#">District councils and the Private Rented Sector: Working Together to Improve the Health and Wellbeing of Tenants and the Local Economy</a> The Council's work in "Protecting Guardians under Houses in Multiple Occupation (HMO) Management Regulations" is shown as a case study on page 11. This case has clarified that properties occupied by guardians can fall within the definition of an HMO, the requirement to be licensed and to comply with HMO Management Regulations, and that legal action can be taken if landlords fail to address poor living conditions and a lack of adequate facilities in buildings occupied by property guardians. <b>Autumn 2020</b></li> </ul>

<a href="#">National Federation of ALMOs – NFA</a> Homelessness report / Best Practice Briefing	Colchester Borough Homes features as a case study of how “highly adaptable organisations have been able to shape their services on demand” and use their “Everybody in” Covid-19 response as an opportunity to form closer working relationships with other services and develop much closer and more effective partnership working. This approach has helped to sustain the emergency accommodation with successful pathways for move-on”. <b>September 2020</b>
<a href="#">LABC - East Anglia building excellence awards 2020</a>	The Council had three entries shortlisted as finalists - Best Partnership with a Local Authority Building Control Team - Invent Architecture and Design; LABC Construction Professional of the Year - Mike Bamberry of Mersea Homes; Best Extension or Alteration to an Existing Dwelling - Second Pits, Monks Eleigh (A partner application dealt with by Colchester). <b>September 2020</b>
<a href="#">LEXCEL</a>	Legal Services have been re-accredited following the Lexcel standard’s annual inspection, for the 20th consecutive year. Lexcel is the Law Society’s legal practice quality mark for excellence in legal practice management and excellence in client care. <b>June 2020</b>
<a href="#">GeoPlace Gold Performance Awards</a>	These awards recognise best practice and outstanding address data management by local authorities who have consistently maintained the highest level of data quality. 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. <b>June 2020</b>
<a href="#">Active Essex - one in a million award</a>	Joanne Besant, Community Response Team Leader, received this for being a strong advocate for encouraging her Community Enabling colleagues to look after their mental health and wellbeing, by ensuring they were supported and active whilst at working at home during the pandemic. <b>June 2020</b>
<a href="#">British Parking Association (BPA)</a>	Richard Walker, our Parking Partnership Manager has been re-elected, through a vote by its Council of representatives, as a Director (Local Authorities’ Representative) on the BPA Board. The Board develops strategy, oversees the objectives and management of the Association. <b>April 2020</b>
<a href="#">Certificate from High Sheriff of Essex</a>	Awarded to the Council “in recognition of great and valuable services to the community during the Covid-19 Pandemic.” <b>April 2020</b>

### 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. The system which sits behind Datashare is being replaced in 2021 to improve resilience and make best use of changing technology. This will help in maintaining open and accessible information for the public, businesses and other interested parties.

**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.

20 July 2021

<b>Report of</b>	<b>Assistant Director – Corporate and Improvement</b>	<b>Author</b>	<b>Richard Block</b> ☎ 506825
<b>Title</b>	<b>Year End April 2020 to March 2021 Performance Report - 2020-2023 Strategic Plan Action Plan</b>		
<b>Wards affected</b>	All wards		

## 1. Executive Summary

- 1.1 This report provides details of progress in delivering against the Council's Strategic Plan for 2020-2023 at the end of 2020-2021.

## 2. Action Required

- 2.1 To confirm satisfactory delivery against the Strategic Plan Action Plan and that the Council has made satisfactory progress in meeting its strategic goals.
- 2.2 Where any areas of concern are identified, to make recommendations to Cabinet so these can be considered when this is considered in September.

## 3. Reason for Scrutiny

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

#### **4. Background Information**

- 4.1 The Council has agreed a new Strategic Plan covering 2020-2023. This report provides a review of progress against the Strategic Plan covering 2020-2021.
- 4.2 Details of progress made in delivering against each aim is shown in the report at Appendix 1. This shows that despite the impact of the Covid-19 Pandemic, significant progress has been made in delivering against each of the themes of the Strategic Plan.

#### **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 The Strategic Plan Action Plan demonstrates delivery of across all the current Strategic Plan priorities.

#### **7. Consultation**

- 7.1 The report's contents do not have any direct implications, however, the Strategic Plan and priorities were agreed using the results of significant research and taking into account previous public consultations.

#### **8. Publicity Considerations**

- 8.1 The performance report contains progress in delivering key goals of the Strategic Plan Action Plan and it is important that residents and businesses are made aware of these. Many of the achievements will have been publicised during the year but the report and related information will also be published on the Performance and Improvement section of the Council's website.

#### **9. Financial implications**

- 9.1 All achievements detailed in the Strategic Plan Action Plan were delivered from within existing approved budgets and as such, there are no new financial implications associated with this report.

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

- 10.1 There are 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 There are no direct health and safety implications associated with this report.

## **12. Risk Management Implications**

12.1 There are no direct risk management implications associated with this report.

## **13. Environmental and Sustainability Implications**

13.1 Tackling the Climate Challenge and leading sustainability is a key theme of the Strategic Plan and the report at appendix 1 provides details of the progress in delivering the associated goals.

## **Appendices**

Appendix 1 – Strategic Plan Action Plan Year End Report





## Colchester Strategic Plan Action Plan (SPAP) 2020 – 2023 Year End Report covering April 2020 – March 2021

### Themes:

- Tackling the climate challenge and leading sustainability
- Creating safe, healthy and active communities
- Delivering homes for people who need them
- Growing a better economy so everyone benefits
- Celebrating our heritage and culture

### Tackling the climate challenge and leading sustainability:

- Respond to the Climate Emergency
- Conserve and enhance biodiversity
- Enable more opportunity for walking and cycling around Colchester
- *During 2020/21 we will*

### Respond to the Climate Emergency

Goal	Achievements
Reduce carbon emissions to help achieve a net zero Carbon footprint for Council Services by 2030.	Direct emissions were reduced by 5.4% (351.4 tonnes of CO <sub>2</sub> e) between financial year 2018-2019 and financial year 2019-2020. An updated figure will be reported on in due course working with the Carbon Trust in 2021.

	<p>A new role, Sustainability &amp; Climate Change Manager, was created to drive the Sustainability and Carbon reduction commitment forwards and has been in operation since September 2020.</p> <p>A draft Sustainability and Climate strategic themes document was developed to form part of a Sustainability and Climate Challenge strategy with key staff and partners.</p> <p>An internal Climate Opportunities Working Group (COWG) was established to champion organisational change needed to achieve net zero emissions by 2030.</p> <p>The Climate Emergency Action Plan (CEAP) has been updated for the 2021-2023 period from across services and companies with more than 50 actions, organised under 8 strategic themes approved by the Environment Sustainability Panel.</p> <p>The Carbon Trust have been commissioned to provide tailored advice to CBC and our companies' work to promote decarbonisation of assets and provide a pathway with targets/milestones identified to reach net zero by 2030.</p> <p>An off-setting strategy for local investment is starting to be considered.</p>
<p>Environment and sustainability embedded within all Council decision making and the adaptation and recovery from Covid-19.</p>	<p>Several projects have been identified for the next steps with the Carbon Trust to help advance plans for carbon reduction for our assets.</p> <p>All CBC projects have completed the new Climate Emergency Checklist implemented in late 2020. Learning from this process led to new Sustainability and Carbon Reduction Guidance with assessment process.</p> <p>This is to be rolled out across all new projects developed in CBC and in the Amphora Companies.</p> <p>In addition, all Town Deal projects will trial a new sustainability and environmental decision-making tool and evaluated upon completing Town Deal project designs.</p> <p>A planning checklist is currently being consulted upon for inclusion into the local validation list.</p> <p>Procurement colleagues are exploring when to begin to incorporate environmental and carbon reduction into their procurement policy update, but a first contract was awarded with some consideration of this amongst the introduction of "social value".</p>

<p>Air quality across Colchester is improved.</p>	<p>Public engagement completed and summary report produced.</p> <p>No vehicle idling campaign CAREless pollution launched on the 8 October 2020 to coincide with National Clean Air Day.</p> <p>Planning permission granted for Roadside signage in Brook Street, East St and Eastgates and road signs installed. Psychological evaluation into the effectiveness of the road signage is being carried out.</p> <p>A Feasibility study into Countdown timers at traffic light timers has been carried out.</p> <p>Partnership working with Anglian Ruskin University and Essex County Council to explore how Bikeability in Schools can be enhanced.</p>
<p>Continue to support residents to reduce, reuse and recycle their waste.</p>	<p><b>Waste and recycling generated from homes</b></p> <p>Covid-19 has had an impact on the amount of waste material that residents generate in their homes. The Council aims to encourage residents to reuse, recycle and compost 53% of all material. However, the disruption of the pandemic on resources and operations impacted the services received at the beginning of the year. As a result there has been a slight decline in figures to approximately 52%.</p> <p>In addition, there has been an increase in all waste materials generated by residents too.</p> <p><b>Recycling equipment</b></p> <p>In response to recycling equipment stockists closing due to the pandemic, a universal doorstep delivery service for Recycling Equipment was launched utilising redeployed staff from other areas of the council. Customers can order 24 hours a day, 7 days a week. From beginning June to end February 2021 the service received and delivered almost 30,000 orders. A more sustainable solution to the provision of equipment is being explored and a new pilot 'Click and Collect' service for garden waste recycling sacks will be launching in April. Residents on sack collections will be able to order replacement garden sacks online and collect them from the visitor centre at High Woods Country Park. Initially this new service will be trialled for four weeks. If successful, the council will look to continue to offer the Click and Collect service, including a wider selection of recycling containers and more pick up locations.</p>

	<p><b>Assisted and exemptions</b></p> <p>This year officers have completed a limited review of approximately 130 customers who were receiving the assisted service but for whom there was no record of the application. As a result of the review approximately 50% of these customers were confirmed as needing an Assisted Collection and the remainder ceased. Improvements to the processes of applications are being considered and developed into further plans.</p> <p><b>Calendar</b></p> <p>The council is launching into 2021 without a printed calendar. Over 51% of our residents have already opted into paperless billing to reduce their impact on the environment. A leaflet was included with this year's council tax bill, explaining the reason why the Council has taken this decision and it provided a quick three-step guide to downloading the calendar. The leaflet also contained information on textile recycling restarting in April, alongside a small change to the glass and cans collection. Work is ongoing to develop more personalised and improved access to refuse and recycling information for residents.</p> <p><b>Performance reporting</b></p> <p>Improvements have been made around performance reporting and monitoring. This is part of a large programme of work that will be developed and delivered more in the coming year. The first steps in cleansing and automating addresses and routes has been completed and will be the foundation for the programme.</p> <p><b>Communications, engagement, and website</b></p> <p>Strong marketing and communications campaigns undertaken, including Recycling Week 2020; Compost at home communication campaign; autumn recycling messages on social media such as recycling windfall fruit in food waste (rather than garden waste) and leaves; @LoveFoodHateWaste campaign messages; supported @Love Essex's #ZeroWasteWeek social media campaign; coronavirus pandemic waste/recycling safety messages; eco-friendly Christmas tips; Be A Better Recycler focus on can/glass separation, paper/plastic and garden waste; 2021-2022 recycling calendar created in accessible online PDF format; re-launch textiles collections with Essex Textiles; eco-friendly Easter tips.</p>
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	<p>The business waste web pages have been improved, including a sales focussed approach to creating an enquiry form, to help local businesses to recycle and dispose of their rubbish responsibly.</p> <p>The customer experience for reporting a missed bin online has been overhauled and vastly improved. The results are that there has been no negative feedback received about the online reporting tool, and when a surge of reports was made during the lockdown/COVID peak last year, all additional reports were made online rather than via the phone/email.</p> <p>A Chatbot was introduced to the Waste and Recycling web pages to help customers quickly find the 4 most used online processes. Customer engagement with the chatbot has been impressive, with an average of 60 chat interactions per day. This shows a desire and need for residents to engage with our website to receive support.</p> <p>See below regarding material collection methods.</p>
<b>Conserve and enhance biodiversity</b>	
<b>Goal</b>	<b><i>Achievements</i></b>
Minimise the environmental impact of our activities.	<p>Several of our higher emission assets are identified, with the top 3 being Leisure World, fleet and affordable housing. Each of these are under consideration on how to reduce carbon emissions with some plans already in progress.</p> <p>The fleet now has a strategy in place which includes timeframes for decarbonisation of vehicles.</p> <p>A decarbonisation plan for Leisure World is to be developed in 2021.</p> <p>A strategy for decarbonising sheltered housing is underway, and the first site is approaching redevelopment phase; this work ties in with the 2021 Asset Management Strategy and new Business Plan.</p> <p>A review of the Carbon Management Plan (CMP) 2016-2020 is complete with some actions to be rolled into the upcoming CMP for 2022-2027.</p>



	<p>Working with the Carbon Trust on a Carbon Management Plan for 2022-2025, which will be completed in 2021.</p> <p>Project proposals developed for housing improvements and the decarbonisation of Rowan House to reduce asset and travel emissions are well advanced and entering towards delivery phases.</p> <p>See the first goal above on the development of the new Sustainability and Carbon Reduction Guidance and process.</p> <p>Guidance for environmentally smart procurement has been developed and the policy and process will be updated this year.</p>
<p>Enhance environments to create more space for nature to grow and thrive through greening and natural seeding.</p>	<p>In a move away from just planting trees as approached by the team in year one, this workstream now encompasses planting of trees, shrubs and hedgerows, and other activities that aim to reduce environmental impact on green spaces, ecology, and biodiversity, such as meadows and reduced chemical use.</p> <p>Whilst public planting days could not be achieved this year, planting and tree distribution has still gone ahead in some form, and by the end of March 2021, the Council will have achieved 14,000 trees planted. With each site, assessments have been undertaken to ensure the right balance and minimal impact on biodiversity, ecology, and existing use of the space. Whilst planting has been on existing public open space, the planting has ensured that these areas can continue to be used (dog walking, sports use), whilst being enhanced by tree/hedge planting and habitat creation.</p> <p>A Greening Colchester policy document has been approved and agrees a new approach for the Council with regards to verge and weed maintenance. In addition to the Council's commitment and delivery to the phased removal of the use of glyphosate-based products, this policy also set out to stop or reduce grass cutting in specific areas. The intention being that changing the management regime in this way can improve the biodiversity and visual amenity of the grass verges, whilst also enabling the Council to manage these areas to be left to re-wild and be developed as wildflower areas or left to naturalise as woodland. Across 14 open spaces approx. 1.5 ha (hectares) in total will be left to naturalise with the potential to establish 4,700 trees at 1 tree per 3m<sup>2</sup> over the next 10 years. The cutting frequency of the grass verges on some of the main routes into Colchester such as the Avenue of Remembrance, Clingo Hill</p>

	<p>and Cymbeline Way will be changed to one grass cut per year and managed as wildflower verges.</p> <p>Green flag award achieved at Castle Park, High Woods Country Park and Colchester Cemetery and Crematorium.</p>
Discover, nurture and enable the work led by communities that promotes biodiversity.	<p>Public engagement is a key part of our work. Covid-19 has had an impact on the ability to undertake this work in the current year. However, lots of work has taken place to involve and encourage our local community to love and care for the environment even with the restrictions in place. This has included changes and improvements to the <a href="#">Woodland and Biodiversity Project website</a>, which is regularly updated on progress of the project and provides other information.</p> <p><b>Trees for Years</b></p> <p>Whilst the traditional Trees for Years event could not proceed this financial year owing to the Covid-19 restrictions it has been rescheduled to commence at the revised date of November 2021, National Tree Week and it is intended that this will launch the new planting season for 2021-2022. The last Trees for Years event took place in 2020 and so it will still in effect be an 'annual' event.</p> <p><b>Schools</b></p> <p>Local schools have been engaged to design signage for 'no mow' areas across the borough. Activity packs with information about the project, and templates for signage were sent to schools along with guidance for seed gathering activity. Future plans include engaging schools to take part in bee and butterfly counts.</p> <p><b>Building a volunteer network</b></p> <p>Volunteers for year one of the project were recognised through a "thank you" video posted on to the Council website and social media, on International Volunteer Day on 5 December 2020. Prior to national lockdown restrictions being implemented the public were asked to sign up to volunteer for public planting days, with over 100 volunteers registered. The details of these volunteers have been retained to allow future engagement with key project initiatives and for the network of volunteers to grow and grow.</p>

	<p><b>Together We Grow</b></p> <p>Together we Grow is a community Interest Company based in Colchester. It aims to improve the lives of communities by helping people and nature to grow together. The organisation led on the Public Planting Events in year one of the project and was so successful at building up a team of committed volunteer tree planters that they were asked to fill the same role for Year 2. They have successfully delivered some planting days in collaboration with their work with refugees, with positive impact on health and wellbeing for those involved.</p> <p><b>Stakeholder group</b></p> <p>Considering the renewed focus of the project and to further ensure the direction and sustainability of the project, the Council has formulated an informal stakeholder group. The informal group has helped to challenge and therefore influence the refocusing of the project, ensuring the objectives and principles of the project are sound. It is hoped that support like this, or similar, will continue into year three from the existing and other groups, with a particular focus on greater collaboration and engagement.</p>
<p>Plant native species and manage our woodlands, meadows and greenspace whilst sustaining existing habitats.</p>	<p>The Woodland and Biodiversity Project has planted 145 standard trees on public green spaces, 12,125 tree whips in our parks and countryside sites and 1,840 whips were supplied to local Town and Parish Councils for planting on their green spaces.</p> <p>Across 14 open spaces approx. 1.5ha (hectares) in total will be left to naturalise with the potential to establish 4,700 trees at 1 tree per 3m<sup>2</sup> over the next 10 years.</p> <p>See comments above regarding Greening Colchester policy</p> <p>Fully biodegradable spiral rabbit guards have been used this year to protect the trees being planted.</p> <p><b>Essex Forest Initiative</b></p> <p>The Council is working with the Essex Forest Initiative which was created in October 2019 by Essex County Council to commit to planting £1 million worth of trees over five years to combat climate change by locking up carbon in the environment. They are looking to work with all interested Local Authorities within Essex to achieve this aim and have partnered with the</p>

	<p>Woodland Trust in providing native tree stock at a heavily subsidised cost to any Local Authority which has plans to plant woodland on their land.</p> <p><b>Woodland Trust</b></p> <p>The Project has also partnered with the Woodland Trust; the UK's largest woodland conservation charity and who have planted 47million trees since it first began in 1972. It has agreed to supply the Project with a total of 10,350 tree whips, canes, and rabbit guards completely free of charge for planting in February and March this year.</p>
Work alongside communities to maintain clean, green neighbourhoods and urban spaces that we all look after and enjoy.	<p><b>Edible Community Orchard</b></p> <p>A small number of residents in Greenstead have planted up wooden troughs outside the community centre with fruit and vegetables. There is scope to plant fruit trees on Magnolia Fields when the volunteer group grows.</p> <p><b>Wivenhoe Project</b></p> <p>CBC were approached by Wivenhoe Town Council (WTC) who have been working on areas in Wivenhoe that they would like to see left to grow as wildflowers, and then cut and cleared at the end of September. Working with WTC, a template document is being produced which can enable and guide Town and Parish Councils in changing grass cutting regimes to develop wildflower areas and improve biodiversity. The document takes organisations through the various aspects of changing the grass cutting regime, identifying any potential concerns, outlines the project brief, how the changes can be monitored and recorded, and how any data collected can be documented.</p> <p><b>Community groups</b></p> <p>Relationships have been formed with several local community groups such as Eco-Colchester, En-form Colchester, Transition Wivenhoe and Rowhedge Going Greener to see if they wish to get involved in the Woodland Project. Site meetings have been held with the Lexden Conservation Group regarding the tree-planting for Spring Lane Park and the Keep the Green Clean group to do the same for the Greenstead Slopes planting.</p> <p>The Colchester Natural History Society surveyed several of the planting sites to assess their suitability for tree planting in relation to any wildlife habitats already present on the land. Written</p>

	reports have been supplied to the Council by the Society making a number of recommendations and in response to these changes were made to the exact location of some of the tree planting areas and additional areas of grassland were left to grow long in an attempt to improve the biodiversity of the open spaces.
<b>Enable more opportunity for walking and cycling around Colchester</b>	
<b>Goal</b>	<b><i>Achievements</i></b>
Work with partners to implement strategies and develop measures to reduce traffic in the town centre.	<p>Influenced Essex County Council (ECC) on their Safer Greener Healthier bid submission to Department for Transport (DfT) on walking and cycling routes into and through the town centre to help with social distancing and enabling more people to choose to access the town via healthy and sustainable means.</p> <p>Worked with ECC and stakeholder groups on designs to implement the measures.</p> <p>Investigating opening a secure cycle parking facility in the town centre including location and operational requirements.</p> <p>Worked with and influenced Essex County Council on the Colchester Future Transport Strategy ready for consultation.</p> <p>Working with partners to promote sustainable travel behaviour change, healthier lifestyles and reduce car dependency including through Colchester Travel Plan Club network supporting encouraging and influencing employees and students to travel sustainably through the implementation of work place Travel Plans.</p> <p>Working with developers to develop Travel Plans and refresh and update existing Travel Plans through the planning process.</p> <p>Air Quality behaviour change project continuing to look at ways in which air quality can be improved in the Air Quality Management Areas (AQMA) including by promoting walking and cycling for short journeys.</p>



<p>Improve facilities and routes for cyclists and walkers to enable active travel behaviours, healthier lifestyles and reduce car use.</p>	<p>Worked with Colchester Cycle Campaign on review of the Colchester Cycling Delivery Strategy, Supplementary Planning Document, and its alignment with the ECC Colchester Cycling Action Plan.</p> <p>Working with colleagues and developers to ensure walking and cycling measures are delivered through the planning process and via S106 contributions including:</p> <ul style="list-style-type: none"> <li>• Improvements to Rowhedge Trail including improvements to path surface (S106 funded);</li> <li>• Commissioning and installing Colchester Town Station signage</li> <li>• Worked on Fixing the Link alternative plans to enhance the walking route from Colchester station to the town centre</li> <li>• Worked with ECC and Stanway Parish Council on improving the walking and cycling links from Stanway to Tollgate</li> </ul> <p>Wayfinding study from and to University accommodations, the university and town centre delivered (S106 funded).</p> <p>Study completed on provision of secure cycle parking facility in the town centre and in residential areas.</p> <p>ParkActive being set up for 'last mile' active travel alternative (repurposing long stay car parks as park and walk).</p> <p>New Parking Strategy in final stages of completion, with a focus on environmental car park charges rather than hourly space rental.</p>
<p>Ensure major regeneration projects put physical activity, cycling and walking at the forefront of development.</p>	<p>Colchester Northern Gateway (CNG) Sports Park construction was completed in November 2020 and will open as Covid restriction lift, on 26 April 2021.</p> <p>New cycleways and pedestrian links are constructed on approach to the Sports park, along Boxted Lane, Severalls Lane and over Junction 28 of the A12.</p> <p>The Walk "Phase 1" was completed in October 2020, with Phase 2 scheduled for start in April 2021 once the rugby club have moved.</p> <p>Project Initiation Documents (PIDs) have been embedded with sections on sustainability.</p>

	<p>Cycling has been included in several projects in the town centre, including “Grow On Space” in Queen Street, Vineyard Gate and Britannia concepts,</p> <p>Plan being prepared to engage and embed behavioural change.</p>
<b><i>During 2020/21 we will</i></b>	
<b>Goal</b>	<b><i>Achievements</i></b>
Establish a new Environment and Sustainability Panel to oversee our work to tackle the climate emergency.	<p>A new Environment and Sustainability Panel was established and ran throughout 2020-2021 so that their work programme completed.</p> <p>A draft Forward Plan will be developed when the panel resumes after elections.</p>
Complete the phasing out of Glyphosate herbicide in Council operations.	<p>The agreed action plan has now been delivered to stop the general use of Glyphosate weedkiller in Council operations. Since April 2020, the Council has stopped spraying:</p> <ul style="list-style-type: none"> <li>• In all children’s play parks (74 sites)</li> <li>• In around West Mersea beach huts (384 huts)</li> <li>• On the Recreation Ground, off Old Heath Road</li> </ul>
Embed environment and sustainability impact assessment and prioritisation in all recovery, project and programme management.	<p>Climate Emergency is now embedded in all three core project management documents in the new project management environment.</p> <p>Monthly project progress reports now include a Climate Emergency (CE) Red, Amber, Green (RAG) status with supporting narrative.</p> <p>Review of Climate Checklist completed with a new Sustainability and Carbon Reduction Assessment Form and Guidance being rolled out to CBC staff and Amphora companies to demonstrate move towards monitoring of environmental impact and reduction of carbon emissions of major development work along with clear messaging of benefits/positive outcomes of these actions for residents.</p> <p>New projects will trial the new sustainability and carbon assessment form and guidance through 2021.</p>

<p>Roll out use of eCargo bikes with Council teams, local businesses and partners.</p>	<p>£136k funding received in May 2020 following a successful bid to the Energy Savings Trust to trial 25 eCargo bikes and 5 eTrailers with local businesses and organisations.</p> <p>Procurement exercise undertaken and all eCargo bikes and eTrailers received by December 2020.</p> <p>55 members of staff and the community trained to Bikeability level 3, a requirement of the grant for all eCargo bike users.</p> <p>13 eCargo bikes and etrailers handed over to 10 local eCargo Bike Champions on long term loan for carrying out their business/operations by November 2020. In exchange they provide CBC with monthly monitoring feedback and assistance with marketing and publicity.</p> <p>6 eCargo bikes and 3 eTrailers available for use by CBC staff.</p> <p>An eCargo bike and trailer is available at both Highwoods Country Park and Castle Park. Volunteers and staff at Highwoods Country Park and Castle Park were inducted in use of their eCargo Bike and eTrailer but regular usage of the bikes has been low due to the pandemic restrictions limiting volunteer work.</p> <p>Climate, Transport and Sustainability team have been using the other eCargo bikes and discussing with other CBC teams how the bikes could be used in their work.</p> <p>Preparations completed for enabling short term loans to local businesses of the 6 'general pool' eCargo bikes. Launched in November 2020 but actual loan outs delayed due to Covid lockdown as Bikeability training was put on hold.</p> <p>Project with the Town Centre Business Improvement District (BID) is being progressed to have two eCargo bikes available for town centre businesses and CBC staff to use on an as and when needed basis.</p> <p>3428 miles have been completed by CBC staff and our project Champions by eCargo Bike/Trailer in Colchester to end of March 2021.</p>
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<p>Model the Council's carbon footprint in detail and develop a detailed Carbon Management Plan to 2030.</p>	<p>Scope 1, 2 and 3 footprint analysis undertaken in collaboration with the Carbon Trust.</p> <p>The carbon footprint has been identified and yearly monitoring of direct emissions in place with a current downward trend.</p> <p>Identification of key 'step change' projects awaiting project development and funding, whilst other projects are rolling out across the capital programme.</p> <p>Detailed Carbon Management Plan for 2022-2027 brief to be developed.</p>
<p>Implement sustainable changes to waste and recycling collections that support improved staff wellbeing.</p>	<p><b>Material collection methods</b></p> <p>Textile collections were paused because of the pandemic and to enable the council's Recycling and Refuse service to focus its resources, time and capacity on collecting primary materials, such as residual and food waste. It also enabled us to review the textiles service and explore other opportunities. A new partnership has been developed with Essex Textiles, ensuring that we are best matching the service before the pandemic, the expectations of residents and demonstrates good value for money. Residents will experience little or no change from the pre-pandemic service, except for using additional blue bags, which will be collected every blue week. These blue bags will be delivered with the annual clear bag deliveries made in April, before Essex Textiles recommences the service with its own crews.</p> <p>As collection crews continue to keep up with the extra recycling that is being produced while everyone is at home more, residents are being asked to help the council's collections run smoothly by separating glass and cans into different boxes. This will be required from 1 June 2021. Residents can use a second green box or a similar sized box of their own, as long as it's not cardboard. A communication and engagement campaign is underway.</p>
<p>Commence construction of the Northern Gateway Heat Network.</p>	<p>The 5 Boreholes were completed and successfully tested in 2020.</p> <p>Heat network pipes and chambers linking the boreholes was constructed from July to October 2020 and more will be completed in 2021.</p> <p>Planning permission was obtained for the energy centre.</p>

	The procurement exercise for the Energy Centre was opened and bids will be evaluated in 2021 to start construction of the Energy Centre.
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### Creating safe, healthy and active communities:

- Build on community strengths and assets
- Tackle the causes of inequality and support our most vulnerable people
- Provide opportunities for young people
- *During 2020/21 we will*

### Build on community strengths and assets

Goal	Achievements
Take an Asset Based Community Development (ABCD) Approach and work alongside communities to build a borough where people are more empowered, self-sufficient, healthy, active, happy and doing what they enjoy.	<p>Covid19 response included community led approaches across the borough supporting most vulnerable with food deliveries, medicines and befriending schemes.</p> <p>Successful 'One Colchester' approach to Winter Resilience through coldest months.</p> <p>New 'One Colchester' Community Hub being finalised.</p> <p>'One Colchester' partnership working together across all sectors including voluntary and community sector to support and keep people safe.</p> <p>A range of initiatives and community led activities underway across the borough featured in priorities linked to climate change and biodiversity.</p> <p>Stanway Parish Council taking ownership of new Community Facility and agreed land transfer of open spaces.</p> <p>One Colchester, Communities Can, approach going through governance Spring 2021 and planned launch in summer to link to ABCD awareness and training rolled out across Council and partners.</p>

Encourage belonging, involvement and responsibility in all Colchester's communities and neighbourhoods.	<p>One Colchester Commissioned Asset Mapping completed, and refresh planned for every 6 months. Data will be used to inform the systems work.</p> <p>Phase 2 of the Anglian Ruskin University qualitative research is underway to follow up and understand impacts of Covid19 on Community Assets and their members.</p> <p>Awareness and training of ABCD delivered across system and more planned.</p> <p>New strategic approach agreed through 'One Colchester' in development to encourage ABDC across the whole system.'</p> <p>A huge range of initiatives and asset transfers underway to support more local control and ownership.</p>
Work with our partners to make volunteering and community involvement as easy as possible.	<p>Thousands of additional volunteers engaged and supporting communities throughout the last 12 months, many specifically supporting the most vulnerable during Covid19 pandemic.</p> <p>'One Colchester' approach led by Community 360 (C360) to recruit and support volunteers across the Borough. This has created new opportunities and simple mechanisms for recruitment.</p>
Maximise developer contributions (such as Section 106) and other funding mechanisms to help fund community infrastructure.	Active engagement carried out with community groups, voluntary groups and Town and Parish Councils, to agree a S106 project plan for each ward, in preparation for receipt of S106 developer contributions.
<b>Tackle the causes of inequality and support our most vulnerable people</b>	
<b>Goal</b>	<b><i>Achievements</i></b>
Work alongside Public Health to take steps that mitigate Covid-19 infection risks and control outbreaks across the population.	<p>'One Colchester' system approach to outbreak control led to successful and joined up approach maximising the resources. This included working with Colchester Business Improvement District, University, Parish and Town Councils, Police, Health Colleagues, Voluntary Sector and many others.</p> <p>Clear Guidance uploaded to Council Website. Legislation and interpretation shared with businesses. New outbreak plan to be released in April 2021</p>



	<p>Letters updating all businesses with legislation changes sent 8 times since March in relation to government control.</p> <p>Over 2,900 complaints in relation to non-compliance, resulting in nearly 800 investigations.</p> <p>Over 1,000 requests for advice responded to.</p> <p>Night-time and daytime visits undertaken weekly and over weekends. Including all sites. Renewed focus from 29 March 2021.</p> <p>Full Enforcement taken against 12 pub/restaurant. Including one business losing their licence</p>
Support residents to do the things they enjoy doing to stay healthy, happy and physically active.	<p>Community Response continues to support the most vulnerable and 'Community Response' Pack remains updated to share relevant information, advice and contacts.</p> <p>Use of the Local Development Pilot (LDP) and system partners at identify key areas of actions and invest in activity area to encourage inactive residents in the most deprived areas to become more active.</p> <p>Work with 'One Colchester' and continue to lead the 'Alliance Be Well' domain so issue is covered by a system solution.</p> <p>Regular collaboration with Town and Parish Clerks.</p> <p>Provision of beautiful, safe open spaces and play areas across the Borough.</p> <p>Encourage active lifestyles and continued working with communities and partners to improve access to walking, cycling and open spaces.</p>
Enable access and involvement in community green space, countryside sites, sport, and leisure facilities.	<p>Preparation has been taking place to open the new Northern Gateway Sports Park for opening on 26 April at a reduced capacity, should government guidelines allow. Residents and visitors will be able to purchase memberships, explore the site, breath in the open green spaces and enjoy a take-away coffee.</p> <p>Our 'soft launch' marketing campaign is underway and we're encouraging residents to follow our social media accounts. Growing our social media following will underpin future marketing plans. Paid for advertisement will be complimenting the social media pages, including digital and radio. Two press releases are scheduled ahead of opening. Should government guidelines</p>

	<p>allow, we hope to fully open the Northern Gateway Sports Park in June. This will be celebrated with an open day and a 'full launch' commercially driven marketing campaign.</p> <p>All green and open spaces have remained open. However, due to restrictions imposed, play parks and other outdoor activity areas were required to be closed during Covid lockdown. On the lifting of these restrictions, officers have put in place careful measures to ensure that these could be opened safely.</p> <p>Arrangements with volunteer and 'Friends' groups have been reviewed to ensure that they too have been Covid safe after the lifting of restrictions and these activities have now restarted.</p>
Support people to live in healthy homes that meet their needs.	<p>Continuation of the Senior Occupational Therapist in Housing Project in to 2020-2021.</p> <p>Introduction of the Fast-Track Disabled Facilities Grant to support Hospital Discharge and Admission Avoidance.</p> <p>A process &amp; form review is underway as part of the migration to the Assure system. Our go live for the new system has been delayed but is now currently planned for August/September 2021 and we hope to see efficiencies at this point.</p> <p>Process applications for licences for Houses in Multiple Occupation (HMO). 61 licences issued in Q1 and Q2 of 2020-2021. Total of 133 licences for HMOs issued in 2020-2021.</p> <p>Take a robust enforcement approach against owners of unlicensed Houses in Multiple Occupation. 2 Civil Penalty Final Notices issued in Q1 and Q2 of 2020-2021 against landlords of an unlicensed HMO totalling £40K. Total of 3 CPN Final Notices issued to value of £60K Civil Penalty Notices issued in 2020-2021 against landlords operating unlicensed HMOs. In addition, 4 Notices of Intent to issue a CPN served in 2020-2021 to the value of £48K, likely to be issued with Final Notices in 2021-2022.</p> <p>Investigate complaints of housing conditions and take appropriate enforcement action to remove serious housing hazards. 134 visits/inspections/assessments completed in Q1 and Q2 of 2020-2021. Total of 344 visits/inspections and assessments completed in 2020-2021 reduced from previous years due to different ways of working due to pandemic.</p>

	<p>94 dwellings improved in Q1 and Q2. Total of 179 dwellings improved by the work of the Private Sector Housing Team in 2020-2021</p> <p>63 serious housing hazards removed in Q1 and Q2. Total of 220 serious housing hazards removed by the work of the Private Sector Housing Team in 2020-2021</p> <p>2 Prohibition Orders served in 2020-2021 for homes/parts of homes unsuitable to be lived in.</p> <p>5 Improvement Notices served under Housing Act 2004 in 2020-2021</p> <p>2 Abatement Notices served under Environmental Protection Act 1990 in 2021-2021 with works carried out in default of owner on 1 property.</p> <p>Unfortunately, 3 prosecution cases withdrawn as no longer appropriate to pursue, due to delays with court system caused by pandemic. But 1 simple caution issued.</p> <p>Promote awareness and collaborative working with partners across the wider system to ensure residents are supported and to ensure that housing is considered as a wider determinant of health. Training session arranged with Citizens' Advice for Q3. Meeting arranged with ECC Social Care Q3.</p> <p>Awareness sessions held with wide range of organisations including Essex University Law Clinic, Essex County Fire and Rescue Service, Community 360 (C360) various teams, Green Doctor Service, CBC and CBH teams including Benefits and Development Control.</p> <p>To seek out opportunities for alternative funding to increase resource within the team. Where resources allow, take a proactive enforcement approach to legislation that safeguards people living in the private rented sector. Including:</p> <ul style="list-style-type: none"> <li>• The requirement to belong to a property management redress scheme. 3 Notices of Intent and 2 Final Notices served in Q1 and Q2 of 2020-2021 Total of 7 Notices of Intent issued in 2020-2021 with 1 Final Notice being cancelled as company liquidated and one upheld at Appeal. £5K income</li> <li>• Electrical Safety Regulations No progress to date in this area, but planned for Q1 of 2021-2022</li> <li>• A project to tackle excess cold in rented homes Unable to undertake this project in 2020-21 due to lack of resources</li> </ul>
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	<ul style="list-style-type: none"> <li>• A project with Essex Fire Service to ensure the safety of dwellings above high risk commercial units</li> </ul> <p>Project in planning stage - looking at potential funding opportunities to provide additional staff resource for this.</p>
Supporting the most vulnerable residents through our One Colchester partnership.	<p>Collaborating with 'One Colchester' partners such as Community360, Colchester Borough Homes, Clinical Commissioning Group (CCG), Age Concern, to co-design and co-produce projects to support our most vulnerable residents such as winter warmth project 2020-2021 Building trusted, open and transparent relationships with community leaders from diverse communities such as our black, Asian, and minority ethnic (BAME) and Faith communities. Engaging with these community groups through listening events and regular dialogue. Co-production of initiatives to support those most in need (1) Older persons activity packs - encouraging activities in the home and providing awareness around falls prevention (2) Activity packs and food parcels for younger people - encouraging physical activity and healthy eating during the school holidays.</p> <p>The use of external funding to support our most vulnerable residents – through the Local Delivery Pilot (LDP), North East Essex Health and Wellbeing Alliance and the Department for Environment, Food and Rural Affairs (DEFRA)</p> <p>Safer Colchester website updated to include information on Covid-19 related issues, alongside information on staying safe, hidden harms (such as domestic abuse), hate crime and anti-social behaviour.</p>
<b>Provide opportunities for young people</b>	
<b>Goal</b>	<b><i>Achievements</i></b>
Provide positive opportunities for young people to engage with their local community and do things that interests them, keeps them safe, makes them happy and supports improved mental wellbeing.	<p>Youth Zone has been included in the Towns Fund programme which has awarded the Borough £18.2m for a range of projects.</p> <p>Covid19 has brought about unexpected financial challenges for the Borough Council and while our ambition and the Towns Fund provides hope and determination to still deliver a Youth Zone finding a suitable location and securing commitment from other Public Sector partners including ECC to the annual £400k revenue commitment is critical over the next 6 months.</p>

<p>Support the creation of strong, safe, and friendly communities that care about each other.</p>	<p>Design, production and updating of the Community Response Pack and Residents Contact Pack.</p> <p>Ensuring Town and Parish Councils are engaged and supported through regular engagement, contact and involvement in local decision-making processes.</p> <p>Re-launch of the Rural Crime Toolkit and Rural Community Safety Fund to provide communities with ideas, information, support and funding to make their neighbourhood a better place to live.</p> <p>Re-launch of Keep Safe for Colchester; a free scheme helping vulnerable residents to feel safer and more confident out in the town.</p> <p>For 2020 in light of COVID pandemic and home-schooling, Virtual Crew was replaced by an online support page (located on the Safer Colchester website) for children and young people. This included information and support relating to Gangs &amp; Knife Crime, Internet Safety, Bullying / Online Grooming &amp; Anti-Social Behaviour. There is an ongoing review of Virtual Crew in order to launch a revised scheme for 2021.</p>
<p>Work with Essex Police, Colchester Borough Homes, Essex Youth Service and other partners to reduce anti-social behaviour and tackle serious crime.</p>	<p>Working together through the Multi Agency Coordination Panel (MACP) partners have targeted individual criminals and used their combined powers to disrupt the criminal in addition to the criminality. This approach has seen one Organised Crime Group archived. Emerging groups are under review on a bi-monthly basis.</p> <p>Closures/partial closures have been conducted by CBH to tackle drugs and anti-social behaviour.</p> <p>Public Space Protection Orders (PSPO's) to tackle anti-social behaviour in the Town Centre, including Car Parks and outlying areas such as East Bay, have all been extended in 2020 for a period of 3 years.</p> <p>Working alongside Violence and Vulnerability Unit (VVU) to establish projects to improve designated areas for the residents, bringing about longer-term benefits, reducing their likelihood of becoming serious violence offenders and thereby reducing serious violence.</p>

Work alongside our partners to improve cleanliness and community safety in the town centre.	<p>Town Centre Action Plan (TCAP) partnership meetings held weekly to continue to discuss individuals causing (or vulnerable to) anti-social behaviour, hotspots and problem solve issues. New Action Plan produced May 2020 to ensure effective monitoring and evaluation of activity.</p> <p>Joint working with the Police and the Town Centre Business Improvement District (BID) to help businesses safely re-open within Covid-19 guidelines.</p>
Upgrade and extend the CCTV network to reach more places.	<p>CCTV infrastructure was installed on site between July 2020 and April 2021, with the project closure due in June 2021.</p> <p>The project started on time and remains on budget, with over 100km of cable installed, expanding the coverage from the town other parts of urban Colchester including the new Sports Park at the Northern Gateway.</p> <p>The first arrests were made with assistance from CCTV in the early weeks of deployment, with the improved picture quality being beneficial immediately.</p> <p>A number of non-working cameras were replaced with new cameras.</p>
<b><i>During 2020/21 we will</i></b>	
<b>Goal</b>	<b><i>Achievements</i></b>
Fully support Public Health England's Covid-19 Outbreak Control Plans, specifically deploying Environmental Health Officer resources and working with Community360 to continue Shielding where necessary.	<p>Clear Guidance uploaded to website. Legislation and interpretation shared with businesses. Maintain throughout 2020 New outbreak plan to be released in April 2021</p> <p>Letters updating all businesses with legislation changes sent 8 times since March 2020.</p> <p>Over 2,900 complaints of non-compliance, resulting in nearly 800 investigations.</p> <p>Over 1,000 requests for advice responded to.</p> <p>Night-time and daytime visits undertaken weekly and over weekends. Including all sites. Renewed focus from 29 March 2021.</p> <p>Full Enforcement taken against 12 pub/restaurant. Including one business losing their licence</p>



Facilitate ABCD sessions and awareness within communities, system leaders and members to discover and connect the assets that exist and are mobilised within neighbourhoods.	As per above training and awareness has commenced at the Senior and Leadership level and will continue to roll out further in line with the new Communities Can.... approach from Summer 2021 across CBC and other system partners.
Coproduce investment proposals and deliver interventions that support our vulnerable residents to be more physically active through the Essex Local Delivery Pilot.	Continue to support community groups with the co-production of applications for funding and identify possible opportunities for improvement in the most deprived areas.
Deliver the new Stanway Community Facility for the benefit of the local community.	Long lease proposal agreed by CBC Cabinet and Stanway Parish Council. CBC Estates team drafting the terms of lease.
Work with partners to support victims of domestic violence.	<p>£500K funding secured (by CBC as Lead Authority) from Ministry of Housing, Communities and Local Government (MHCLG) to support Recovery Refuge, Community based support and Resettlement programme, specialist support for children/young people affected by domestic abuse, and review/implement new housing interventions for the period April 2020 – March 2021.</p> <p>Both CBC and Safer Colchester Partnership websites Domestic Abuse information updated on a regular basis.</p> <p>Internal front-line staff and Designated Safeguarding Officers encouraged to complete a Domestic Abuse E-learning Course (also shared with partner organisations including churches and faith groups).</p> <p>Alpha Vesta online workshops (funded by the Police Fire Crime Commissioner) promoted internally, completed by Community Safety Team and promoted to members of Community Safety Delivery Board.</p>
Work in partnership with Essex County Council to support vulnerable people to	<p>Continued engagement with Essex Well Homes Group to share good practice.</p> <p>Developing the Senior Occupational Therapist in Housing role.</p>

live in homes that promote independence and wellbeing.	<p>Integration of the Health and Housing Partnership into all council services.</p> <p>Scoping options with ECC to work collaboratively to ensure that private and social rented homes used for Supported Living Schemes and similar schemes are appropriately assessed before being used and free from serious housing hazards.</p>
<p><b>Delivering homes for people who need them:</b></p> <ul style="list-style-type: none"> <li>• Increase the number, quality and types of homes</li> <li>• Prevent households from experiencing homelessness</li> <li>• Create new communities and adopt a new Local Plan that delivers jobs, homes and the infrastructure to meet the borough's future needs</li> <li>• <i><b>During 2020/21 we will</b></i></li> </ul>	
<b>Increase the number, quality and types of homes</b>	
<b>Goal</b>	<b><i>Achievements</i></b>
Deliver 30% affordable housing across all our mixed tenure housing sites.	<p>Work started on site on the first housing site in July 2020 and will deliver the first homes for beneficial use in April/May 2021.</p> <p>Contracts have been signed to retain 2 properties for affordable homes owned within the Councils Housing Revenue Account (HRA) upon completion.</p> <p>Offers have been accepted on the first 3 private sale homes built by the companies.</p> <p>Highway issues have been resolved at the Northern Gateway South site and the 350 homes here will continue to progress in 2021-2022.</p> <p>Exploration of 2 new sites has been agreed at Cabinet in March 2021, with up to 190 homes being explored at Vineyard Gate and Britannia Car Park.</p>
Deliver 380 affordable council and housing association homes by 2023.	In 2020-2021, 101 affordable homes were delivered in Colchester, which included 59 homes purchased by the Council. The remaining 49 homes were delivered by housing associations.

<p>Improve existing Council homes to keep them in good repair and improve energy efficiency.</p>	<p>The Housing Improvement Programme has slowed during the pandemic due to the nature of the work (being in people's homes). Safe working practices have been put in place for various works including where tenants may be more vulnerable.</p> <p>Works are continuously reviewed and regularly reprogrammed to attempt to catch up as restrictions reduce. The programme was on track prior to lockdown 1, and will be caught up as soon as practical to do so.</p> <p>A review of the current Asset Management Strategy has commenced and will be completed by the end of summer 2021, following consultation with tenants and leaseholders. This will help to inform future viability and prioritisation of work for the Councils Housing Stock.</p>
<p>Deliver new low/zero carbon Council homes for our residents.</p>	<p>Construction of 24 new Council homes started in 2020-2021 and these are being built to "Future Homes 2025" principles making them the most energy efficient homes that the Council has built to date.</p> <p>£4.5m of "Climate Emergency Response Works" were agreed at Cabinet in July 2020 and this extra investment will increase the EPC ratings of our most inefficient, older, homes and help tackle fuel poverty and inequality.</p> <p>The "100 homes" project to acquire 100 additional council homes included work to improve the energy performance of the homes.</p>
<p>Ensure all new homes delivered by the Council are designed to a high quality across all tenures.</p>	<p>As above, the current collection of new homes will be the most energy efficient homes we have constructed as a Council and this will be furthered with the next forthcoming projects in the various programmes. The HRA Homes are built to "Future Homes 2025" principles ahead of this being mainstream practice. They have no gas boilers and are using air source heat and other energy efficiency measures.</p> <p>Accessibility is also being prioritised. There are several Part M Category 2 properties, with features such as level access showers. Fully adapted properties will be in "Phase 3" of the Garages Sites now being explored.</p>
<p>Continue to improve and modernise Council owned housing for older people.</p>	<p>Elfreda House is now empty and ready for demolition. Existing tenants were successfully moved/re-homed with good relationships and communications maintained throughout. The building was used during 2020 as part of the 'everyone in' scheme for housing rough sleepers</p>

	<p>during the pandemic. The contract for works, to demolish and re-build, is about to be awarded and construction will then commence with the successful contractor.</p> <p>Further work on the next phases of the sheltered housing review agreed by Cabinet in July 2020 is underway, this will prioritise a pipeline for the next decade. The Asset Management review taking place in 2021 mentioned previously, alongside a new HRA Business Plan, will reflect the current new build and improvement programmes ensuring that they are affordable and viable.</p>
<b>Prevent households from experiencing homelessness</b>	
<b>Goal</b>	<b><i>Achievements</i></b>
Work with partners to implement the 2020-2025 Homelessness and Rough Sleeping Strategy delivery plan.	The actions in the new Homelessness and Rough Sleeping Strategy Delivery Plan are being implemented. A review meeting with partner organisations has been set up to capture the achievements over the first year of the Strategy. The updated Delivery Plan and Progress report will be published on the Colchester Borough Council website.
Intervene early to prevent homelessness and work in partnership with other organisations to sustain people's accommodation.	From April 2020 to the end of March 2021 homelessness was prevented for 187 households and during the same period 136 households were assisted into accommodation under the relief duty.
Tackle rough sleeping in the borough.	<p>From April 2020 to the end of March 2021 the Rough Sleeping Team have worked with 161 people who have been provided with support, advice and assistance.</p> <p>During the same period, 101 rough sleepers or those at risk of sleeping rough have been accommodated in the private rented sector, supported housing, social housing or reconnected back to locations where they have a local connection and support networks. These figures include people that have been provided with emergency accommodation during the Covid 19 public health emergency. CBC and CBH were supported by partner organisations who provided additional support, health services and food for rough sleepers whilst they were living in the emergency accommodation.</p>

	<p>The specialist supported housing for rough sleepers, based on “Housing First” principles and funded by Colchester Borough Council, continues to provide housing and support to rough sleepers so that they do not return to the streets.</p> <p>In addition to the £119,429 revenue funding from the Government’s Next Steps Accommodation Pathway (NSAP), Colchester Borough Council, in partnership with Peabody (a housing association), successfully bid and were awarded £315,192 capital and revenue funding as part of the same programme, to provide longer term supported accommodation for rough sleepers.</p>
<b>Create new communities and adopt a new Local Plan that delivers jobs, homes and the infrastructure to meet the borough’s future needs</b>	
<b>Goal</b>	<b><i>Achievements</i></b>
Create a Development Plan Document for Tendring Colchester Borders Garden Community to include zero carbon emissions in the community development and green procurement.	Joint work has commenced with Tendring District Council. Initial stage will review and update evidence base. Link road progressing under Housing Infrastructure Fund (HIF) and planning application submitted. Engagement website launched and a number of consultations have taken place with Wivenhoe Town Council and a Parish Council group.
Establish a Delivery Vehicle and investment package for the next phase of the Tendring Colchester Borders Garden Community.	Members from the three Authorities have met and confirmed their commitment to achieving the principles of Garden Communities for this particular site as well as confirming the intent to resource the work necessary. Governance arrangements, programme and resource implications continue to be developed.
Develop the Colchester Northern Gateway as a sustainable place to live, work and play.	<p>The Sports Park was completed in November 2020 and will now open on 26 April 2021 as it was subject to Covid restrictions. Highway works have improved walking and cycling with 2 new cycleways along Boxted Road and Severalls lane, as well as dedicated crossings over Junction 28 of the A12 roundabout/slip roads.</p> <p>The Walk commenced in July 2020 and “Phase 1” completed in October as planned. “Phase 2” starts in April 2021 will be completed in the summer. This provides an attractive, tree-lined, avenue dedicated to walking and cycling through the heart of the Northern Gateway connecting to existing communities.</p>

	<p>The Heat Network was successfully tested, with construction of the pipes and chambers well advanced. A procurement exercise also commenced to appoint a contractor to build the Energy Centre in 2021.</p> <p>Turnstone have gained a new planning permission reflecting changing markets and agreements between the Council and Turnstone were reviewed at Cabinet in March 2021 so that this development can proceed into construction phase.</p>
Ensure the Council has a good supply of land available for new homes and business.	<p>Adopted Local Plan provides for housing land up to 2023 and adequate employment land.</p> <p>Emerging Local Plan will allocate sites to provide land for housing and employment up to 2033 and beyond</p> <p>Section 1 of the Local Plan adopted and Section 2 hearings scheduled for April 2021</p>
Create great places to live through the provision of new homes with infrastructure and facilities that support sustainable living and promote health and wellbeing.	<p>Progress is being made towards adoption of new Local Plan and several NP's have been adopted.</p> <p>Planning applications have continued to be determined and will deliver new homes and infrastructure.</p>
<b><i>During 2020/21 we will</i></b>	
<b>Goal</b>	<b><i>Achievements</i></b>
Agree "Phase 2" sites for development by Amphora Homes and undertake feasibility and viability assessments.	Cabinet agreed to consult and engage on two chosen sites, at Vineyard Gate and Britannia Car Park, in March 2021. There has been some early feasibility work on these sites, and architects have been appointed. The 2 sites could deliver approximately 190 homes, as well as playing a key part of the recovery and transformation of the town centre through sustainable, liveable neighbourhoods.
Adopt section One of the Local Plan.	Section 1 of the Local Plan was adopted on 1 February 2021.



Deliver the first mixed tenure housing site built by the Council at Creffield Road.	Construction started in July 2020 and progresses has remained on time and budget with completion due in April 2021. The Council and Amphora have exchanged legal documents to secure the retention of 2 Council owned homes. Amphora have accepted three offers on the private market homes, all of which are proceeding at the end of year. This demonstrates a smooth and well managed, high quality development, that was well-received in planning and construction phases and is now proving attractive to the market as it nears completion.
Deliver 100% Council homes at Military Road (8 homes).	Planning permission was obtained, and a procurement exercise has completed. Construction started in January 2021 and completes at the start of 2022.
Deliver up to 16 new Council homes on the Council's garage sites.	<p>Work commenced on the first site at Hardings Close (Aldham) in September 2020 and these will be available at the end of May 2021.</p> <p>The other 2 sites, at Buffett Way and Scarfe Way have been tendered, a contract awarded and work commenced on site in January 2021.</p> <p>All 16 homes will be ready in 2021 to benefit families on the local housing needs register.</p>
Increase the supply of affordable housing by purchasing 100 former council owned homes by 31 March 2022.	In 2020-2021, a total of 25 properties were purchased and became part of the Council's housing stock and will be let at social rents. A further 21 homes are in the process of being purchased. We are on track to buy 100 homes by the end of March 2022.
Accelerate construction on Council projects to enable recovery from Covid-19.	<p>Following market engagement, the construction contracts for 8 construction projects were accelerated during the initial lockdown and, brought forwards steadily spaced to provide tender opportunities and protect/create local employment. This included housebuilding and broadband/CCTV, as well as "The Walk". Response rates were good, with strong local interest resulting in the award of several contracts to local businesses employing Colchester people.</p> <p>More construction contracts were then rolled out in the later lockdown period, including within the Housing Investment Programme (HIP), the Energy Centre, Poolview, and others.</p> <p>A social value scoring system was introduced, which requires local economic benefits, such as labour and materials, to be included by bidders. In addition, the Council sought lists of local businesses before contracts were issued and notified them how to register interest in upcoming</p>

	contracts and that opportunities would emerge so that they were aware, without prejudicing the fair and competitive bidding process.
<b>Growing a better economy so everyone benefits:</b> <ul style="list-style-type: none"> <li>• Enable Economic Recovery from Covid-19 ensuring all residents benefit from growth</li> <li>• Work with partners to deliver a shared vision for a vibrant town</li> <li>• Create an environment that attracts inward investment to Colchester and help businesses to flourish</li> <li>• <i>During 2020/21 we will</i></li> </ul>	
<b>Enable Economic Recovery from Covid-19 ensuring all residents benefit from growth</b>	
<b>Goal</b>	<b>Achievements</b>
Ensure our borough becomes stronger post Covid-19 by supporting businesses to recover, adapt and build resilience.	A significant level of direct and indirect advice, support and emergency grants were provided to local businesses to support them through the pandemic. This includes an enhanced and tailored business support and advice offer, delivered by Colchester Business Enterprise Agency (Colbea), enabled through CBC funding.
Work with partners to facilitate a high skill, high wage, low carbon workforce.	CBC has maintained ongoing engagement with Partners including South East Local Enterprise Partnership (SELEP, Colchester Institute, University of Essex, and Essex County Council to encourage and promote skills training and upskilling of the existing and new workforce. This includes for example signposting digital skills training, to help local people act to the changing economy. Several other initiatives to help local talent retention and stimulating the tech sector of the economy have moved forward this year – including additional investments (including part of the Town Deal) and work towards a business case for a new Care Tech hub in North Essex.
Develop opportunities to ensure the new economy is greener, sustainable and more resilient.	The Town Deal coupled with wider investment such as DfT's 'Emergency Access Travel Fund' include significant investment into Colchester for initiatives encouraging adoption of active and sustainable travel modes. These include new high-quality cycleways, liveable neighbourhoods, and new high-quality public realm, which are being planned now. New working space is being

	built and more explored; to help local people in the knowledge economy work locally after the pandemic, rather than out-commuting to distant offices, reducing travel and thus pollution.
Work with our partners to enable Colchester town centre to be a more vibrant, resilient and adaptable to future change.	Collaboration with the BID and other partners including Essex County Council has been strengthened through the pandemic. Town Deal accelerated £1m investment secured is enabling delivery of targeted public realm projects which will enable Colchester to be a more vibrant town centre; these are now moving into delivery phase.
Transform the Northern Gateway as a hub for improved wellbeing, physical activity, jobs, housing and renewable energy.	The Sports Park completed in November 2020 and opens on 26 April 2021. The Walk commenced in July 2020 and completes in Summer 2021. CNG South will commence construction in early 2022. Turnstone is also agreed and will move into construction phase, whilst the Energy Centre will also commence in 2021 and is currently progressing through the tender process to award a contract for this built (with the pipework and chambers already installed in 2020)
Address the inequality of access to Gigabit Broadband in communities.	<p>Over 100km of broadband cabling has been delivered in 2020-2021. There is now a direct link from London to Colchester and the Metronet has commenced development.</p> <p>Broadband deployment works started in July 2020 and will complete mid-2021.</p> <p>The High Street works were coordinated with ECC and deployed early, before the town centre “re-opened”, in order to allow the pavement repairs to follow on with minimal disruption to the re-opening town centre businesses.</p> <p>The Local Full Fibre Network (LFFN) Project has led to over £10m of private investment being secured from VX Fiber who have also started deploying ultrafast broadband into our most deprived wards using our new network and parts of Council owned sites for equipment. These areas would otherwise not be provided for by the open market for many years.</p> <p>Other opportunities are beginning to emerge as this innovative project becomes more recognised within the telecoms industry, putting Colchester on the map.</p>
Tackle local skills shortages working with businesses, University of Essex, Colchester Institute and other partners.	Engagement has continued with Partners including SELEP, Colchester Institute, University of Essex, and Essex County Council to encourage and promote skills training and upskilling of the existing and new workforce. The Town Deal includes investment in digital hub(s) which will

	bring significantly expanded skills provision, upskilling the local workforce and helping them adapt to change, with more roles now requiring digital skills.
<b>Work with partners to deliver a shared vision for a vibrant town</b>	
<b>Goal</b>	<b><i>Achievements</i></b>
Agree a Town Deal with partners and the Government to attract significant new investment.	<p>On behalf of We Are Colchester (Town Deal) Board, our Town Investment Plan was submitted on 31 October 2020. This culminated in an £18.2m award to Colchester as part of the 3 March 2021 budget statement, bringing hope and cause for optimism in our communities and businesses, in an otherwise very difficult year.</p> <p>Furthermore, this new board, which was established and facilitated by CBC, has provided a strong and visible platform for investment; starting with, but not limited to Town Deal. Through this mechanism, CBC and partners will seek additional / catalyst funding to support all the projects identified in the TIP where possible, which may include a 'Levelling Up Fund' (LUF) application.</p>
Collaborate with the town centre Business Improvement District (BID).	Collaboration with the BID and other partners including Essex County Council has continued. This included a considerable amount of recovery work to re-open the town centre following government restrictions including funding for a number of projects. This work supported the re-openings and provided confidence in the town centre as a destination.
Continue to regenerate Colchester Town Centre using Council assets, aligned private investment, the Town Deal and Town Investment Plan.	Our Town Deal application led to Colchester securing £18.2 million of additional / catalyst funding for projects identified in the TIP. Additionally, SELEP Local Growth Fund (LGF) awarded £3.77m for the new Grow-on scheme at 43 Queen Street (former bus depot site).
<b>Create an environment that attracts inward investment to Colchester and help businesses to flourish</b>	
<b>Goal</b>	<b><i>Achievements</i></b>
Ensure our strategy for inclusive economic growth supports the ambitions outlined in the North Essex	The work on the Town Deal will inform the Colchester Economic Strategy (refresh is due later in 2021 once the new Strategic Economic Growth Manager is in post). This planned work will also respond to the growth ambitions of the North Essex Growth Strategy and the 'Economic

Growth Strategy, the Local Industrial Strategy and our Town Deal.	Recovery & Renewal Strategy' (which has now superseded SELEP's Local Industrial Strategy), and adopted Local Plan Part 1.
Ensure a good supply of employment land and premises to attract new businesses and allow existing firms to expand and thrive.	<p>Up to date local plan in place that allocates sufficient land.</p> <p>Up to date local plan in place that contains policies to encourage economic growth.</p> <p>Approval of applications in line with policies adopting a flexible approach where necessary.</p> <p>Temporary measures were introduced to facilitate businesses reopening in a COVID secure manner without needing permission. Flexible approach to enforcement to allow businesses to operate.</p>
Encourage green technologies and innovative solutions to the Climate Emergency.	Council received funding for 25 electric cargo (eCargo) bikes and electric trailers from Energy Saving Trust to contribute to decarbonising the Council's fleet, as well as the fleets of ten local businesses.
Maximise the Social Value benefits derived from third party contracts.	From October 2020, the Council started issuing tenders using the Social Value framework developed by the SVP and tailored for Colchester. Given the time needed for submission of bids, evaluation and award of contracts before the period of work starts, it is anticipated that reporting on the delivered benefits will be available towards the end of 2021-2022.
Ensure the Council's assets continue to contribute to economic growth and opportunity. Develop a decarbonisation financial strategy and investment plan.	Work on the Asset Management Strategy is progressing. There are a number of projects that have emerged during 2020/21 and will emerge in 2021-2022 for Council-owned sites, including Rowan House, Vineyard gate, Britannia cark, Leisureworld, several Northern Gateway sites, and others to follow.
<b><i>During 2020/21 we will</i></b>	
<b>Goal</b>	<b><i>Achievements</i></b>

Develop and agree the Council's Economic Recovery plan.	The Council's full Recovery Plan has been developed and implemented. It was pre-scrutinised by the Scrutiny Panel at the meeting in August where no major changes were identified. The plan was approved by Cabinet on 2 September 2020 and the plan monitored on a regular basis. Alongside many other actions that support economic recovery from Covid 19, our successful Town Deal award of £18.2M in March 2021 (plus £1M of additional accelerated funding) forms a major part of the economic 'cell' of the plan (see below).
Agree the Town Deal bid and Town Investment Plan (TIP) submission with partners.	Town Deal – Town Investment Plan was submitted 31 October 2020. This has led to Colchester securing £18.2 million of additional / catalyst funding for projects identified in the TIP.
Deliver the Local Full Fibre Network (LFFN) project.	As above, commenced in July 2020 and has the first customers connected. Roll out continues into mid-2021.
Work in partnership to support our Business Improvement District (BID).	More extensive and effective collaboration and engagement than before has been done this year, working with the BID and other partners including Essex County Council and SELEP to ensure effective and joined-up working on initiatives to boost business, the town centre and smaller economic centres in the Borough.
Providing enhanced support to businesses through Covid-19 working with business networks to direct appropriate interventions.	Extensive, effective, and well-targeted direct and indirect support to business has been provided by CBC to help build resilience. This includes CBC providing funding to Colbea to provide additional and tailored advice.
Commence 'The Walk' and provide the attractive main pedestrian and cycle boulevard through Northern Gateway South.	As above, commenced in July and continues on time and in budget.
Complete and open Colchester Northern Gateway Sports Park.	As above. Completed November 2020 but the opening has been delayed by national Covid restriction and will now open on 26 April 2021.

### **Celebrating our heritage and culture:**

- Agree and implement a new Cultural Strategy that supports our cultural assets
- Strengthen Colchester's tourism sector and welcome more visitors each year



<ul style="list-style-type: none"> <li>• Protect, enhance and celebrate Colchester's unique heritage</li> <li>• <b><i>During 2020/21 we will</i></b></li> </ul>	
<b>Agree and implement a new Cultural Strategy that supports our cultural assets</b>	
<b>Goal</b>	<b><i>Achievements</i></b>
Work with partners to deliver a collaboration Cultural Vision and Ambitions for the borough with Delivery of Strategy in 2021-2022.	<p>This project was halted temporarily during the procurement phase in April 2020. The Council remained committed to the delivery of a Cultural Strategy for Colchester. However, the entire cultural and creative community in the Borough, from National Portfolio Organisation (NPO) to grassroots level, was and continues to be massively impacted by Covid, and faces ongoing challenges into the future. Therefore, the assumptions underpinning the original scope and the desired outcomes needed to be revisited with key local stakeholders and Arts Council England (ACE), as the major investors in culture in the Borough.</p> <p>Consultation with major stakeholders including Ace, Creative Colchester and the Colchester based National Portfolio Organisations, took place over autumn 2020 as planned.</p> <p>A revised brief and timeline was agreed and following a competitive tender process specialist consultants Counterculture were appointed at the end of March 2021. They will work with the Council and partners on the Strategy between April - October 2021 with an estimated final delivery date of November 2021.</p>
Agree the key milestones and investment necessary to deliver the strategy.	Budget and milestones agreed. See above. Investment Strategy resulting from the work will form part of future budget setting discussions.
Continue to provide sustainable grant funding to support Mercury Theatre, Firstsite and Colchester Arts Centre (CAC) and help the sector to adapt and recover from the impact of Covid-19.	<p>Three-year grant funding commitment agreed for 2020-2023.</p> <p>2020-2021 Strategic Arts Partner grants front loaded at the beginning of year in line with Arts Council England (ACE) to support organisations through Covid.</p> <p>Additional match funding committed to unlock Cultural Recovery Fund Kick Start funding for in train capital project at CAC. CAC subsequently received grant of £128, 182 from the Fund.</p>

Identify further opportunities to improve the cultural offer for residents and visitors.	<p>Covid 19 has hugely impacted the cultural sector, severely disrupting normal operations for freelancers, organisations and businesses. At the onset of lockdown, the Creative Colchester Board and Project Group combined to meet online every two weeks (normally every 2 months), to provide additional representation and support for the sector. The relevant Director and PfHs from CBC Leadership attended to update representatives, signpost to grants, other funding and listen to concerns. Meetings reverted to bi monthly in 2021, but replacing Project Group meetings with a regular public forum open to all those working in the creative sector.</p> <p>Grants for the Creative Events Fund were awarded in February 2020 for a wide range of activity across the arts and the Borough's communities. Due to Covid restrictions the majority did not take place in 2020, and grants have been held over until summer 2021 onwards. However, a number of projects were repurposed and delivered either online or in a socially distanced format, providing cultural opportunities for residents and financial support to arts practitioners and organisations during this challenging time.</p>
<b>Strengthen Colchester's tourism sector and welcome more visitors each year</b>	
<b>Goal</b>	<b><i>Achievements</i></b>
Promote Colchester's heritage and visitor attractions to increase visitor numbers and to support jobs.	<p>2019-2020 saw the highest visitor numbers at the Castle since 2015 (a peak following the 2014) redevelopment), despite the museums closing in March due to COVID. The Castle and VIC reopened after lockdown on the 23 July (although the Natural History Museum and Hollytrees remain closed due to staffing and social distancing restrictions). They were amongst the first in the country to do so with even many nationals not reopening until late August and September. Prior to the second national lockdown, the Castle saw visitor numbers approach 70% of the previous year – far higher than the majority of like organisations that typically saw between 25% and 40% of pre-COVID visitor numbers. The display of the Turner masterpiece, 'Walton Bridges' in September helped sustain those numbers.</p> <p>The Natural History Museum reopened for October half-term thanks to funding from the Culture Recovery Fund. This grant (£84,500) has also allowed the service to develop a number of resources, notably in terms of fundraising to assist with the museums' recovery.</p> <p>School visitor numbers were very low although the service has responded by creating a digital Schools offer and 360 tour which is anticipated to be a useful legacy well into the future.</p>

	<p>Prior to the January lockdown, the Service was able to deliver a fully booked, and socially distanced Christmas grotto, attracting 1,227 children and parents.</p>
<p>Expand the events programme to encourage more visitors and position Colchester as a destination for major events.</p>	<p>Events programmes were hugely disrupted by Covid. Most events had to be cancelled or postponed in 2020 although some were successfully managed with social distancing rules in place in more permissive summer 2020 periods. This has been managed well and now re-commencement of weddings and events have had to be flexibly implemented with ever-changing safety advice.</p> <p>Events are now being booked for 2021 including Olly Murs in Castle Park, the Nearly Festival, Oktoberfest and other events all keen to return as soon as safely possible.</p> <p>The Women's Tour of Britain cycling event will take place in Colchester in October 2021 (and again in 2022). This will boost the town centre economy and provide social value, being a, internationally televised event with world and Olympic champions competing. Colchester's profile will benefit from such events.</p>
<p>Work with partners and the Town Centre Business Improvement District (BID) to improve the public realm for residents and visitors.</p>	<p>In focusing on recovery and reopening of the town centre, the Council and Our Colchester have worked closely with many partners (such as Essex County Council) and set up working groups across organisations.</p> <p>The Council collaborated with these partners on messages of information, reassurance and support to businesses, residents and visitors to the town centre. This has included promotional activities to support the reopening of the local economy, such as the launch of "Shop Local" in Colchester, a Facebook campaign promoting businesses that have remained open and/or changed their business model due to Covid-19 restrictions; digital messaging on social media and a digital 'Welcome Back Colchester' leaflet and printed distribution of that leaflet to around 45,000 urban households, within three miles of the town centre.</p> <p>The hashtag #WelcomeBackColchester has also been used on social media to highlight the steps being taken to make the town centre safe and to reassure people it is safe to come back to the High Street.</p> <p>In addition, the highways authority for Colchester (Essex County Council) have undertaken a 'Safer, Greener, Healthier' campaign across the County to support town centre recovery. In</p>

	<p>Colchester this has seen temporary measures such as increased cycle and footway widths, reduced speed limits and restrictions on vehicles that can access the High Street.</p> <p>Funding has been provided to the BID to support the installation of parklets at 5 locations in the High Street, providing additional space to the footway and outdoor seating areas. In addition, provides the opportunity for introducing trees and planting to this urban area.</p> <p>Throughout the lockdown period, public conveniences have remained open and heightened cleaning regimes have taken place. Public enforcement has also continued to be carried out.</p> <p>In partnership with Essex County Council, a comprehensive programme of joint replacement, slab replacement, deep cleaning and surface sealing has been undertaken on the full extent of the footways extending the length of the high street.</p> <p>A competitive tender process has been undertaken and a new Christmas lighting scheme will be implemented this year.</p> <p>Officers are working with the BID and other key stakeholders to undertake a tourism signage replacement programme.</p> <p>Green Heritage award has been achieved for Castle Park.</p> <p>To support Councils to help their local high streets get safely back to business, on 24th May, central Government announced a new fund. The aim of the funding was to enable the safe reopening of High Streets and other commercial areas, and to provide a safe trading environment for staff and shoppers. The focus of the funding was on the building of resilience and adaptability of traders in the context of the economic impact of Covid-19. Officers have worked with the BID, Wivenhoe, Tiptree, Mersea and Dedham Councils to develop action plans and identify the support required to open High Streets safely using this fund. It has contributed towards a Specialist Campaign Officer to deliver the plans, installation of signage, hand sanitisers, TV and social media adverts. More work is planned, particularly following the latest announcement of the extension of the fund.</p> <p>The Town Deal Bid / Town Investment Plan incorporates improved public realm through specific projects within the Town Deal Boundary, in both the accelerated £1m phase (now in delivery), and the main award.</p>
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Improve the information available to Visitors through the launch of a new improved Website.	New <a href="http://www.visitcolchester.com">www.visitcolchester.com</a> website launched August 2020 with improved functionality (particularly for mobile devices) and content. Design includes extensive use of video recycled from the Colchester tourism ad and newly commissioned for the project.
<b>Protect, enhance and celebrate Colchester's unique heritage</b>	
<b>Goal</b>	<b><i>Achievements</i></b>
Enhance and promote our heritage by better revealing our assets by supporting projects and initiatives to increase public awareness and access to their heritage in daily life.	<p>Structural works on the Roman Church have been completed and the monument is protected. A new interpretation panel has been produced and will be installed at the Roman Church in late May.</p> <p>Heritage Manager working with Civic Society to deliver appropriate commemoration for Capt Jones and Lt Pinto. A new interpretation panel has been produced and will be installed at St Botolph's Churchyard in late May. Further interpretation is being developed, initially for Capt Jones with that for Lt Pinto dependant on the future of Holy Trinity Church. The required consents will be sought shortly ( Scheduled Monument Consent (SMC) and faculty).</p> <p>An interpretation panel on Priory street (Bastion 5) has been installed and the panel for the Balcerne Gate replaced</p> <p>An options appraisal of the Town to Port trail is in progress and will report shortly.</p> <p>The Heritage Manager/ Heritage officer delivered a digital programme for Heritage Open Days in 2020. 14,827 people were engaged online by 14 films (10 of which produced by the museum service) and 7 venues opened for socially distanced visits, including the Roman Circus Centre. The Castle also provided a special offer in lieu of the usual open day. Planning for HODs 2021 is well advanced, but dependant on the progress with managing Covid-19.</p>
Continue to deliver a major exhibition at Colchester Castle bi-annually.	Decoding the dead is a project supported by Arts Council Designation funding. The exhibition in the summer of 2021 is anticipated to feature the results of scientific analyses of early Roman remains in Colchester commissioned by the museums service in partnership with the University of Reading. Due to the associated human stories and scientific investigation the exhibition and other outputs (such as a 'FutureLearn' online course) should attract significant public and media interest. The Service is collaborating with the media company, 'History Hit' to further promote the exhibition through film and podcasts.

	It is anticipated that the display will assist in the recovery of Castle admissions, income and contribute to the wider Colchester economy through tourism.
Encourage and support the use of our Heritage sites for Community events, activities and theatre.	<p>The Castle team have worked hard to identify activities (new and existing) that can be hosted safely. The Escape room experience were reinstated in-between lockdowns and bespoke tours introduced including 'Dark Tours' for Halloween.</p> <p>With support from a grant from the Department for Media, Culture and Sport (DCMS) 'Culture Recovery Fund' the Natural History Museum reopened for October half-term before closing again for the November lockdown. A partnership has been established with Bernado's and Virgin Care and the Natural History Museum will now be a centre every Monday for the Essex Health and Wellbeing Service that provides an important parenting support service for the local community.</p> <p>C360 were awarded £14k from a successful grant application (in partnership with CBC) to Architectural Heritage Fund. This has enabled the first stages of feasibility work towards the development of a new Community Hub which also safeguards this Grade I listed building and opens up opportunities for heritage interpretation of the Anglo Saxon Tower, the oldest standing building in Colchester Town Centre. Town Deal will now be able to provide most, or all of the match funding needed to take this project to final delivery.</p>
<b><i>During 2020/21 we will</i></b>	
<b>Goal</b>	<b><i>Achievements</i></b>
Develop and agree approach to delivering a new Cultural Strategy in collaboration with partners and commission work.	<p>Consultation with major stakeholders including Arts Council England, Creative Colchester and the Colchester based National Portfolio Organisations, took place over autumn 2020 as planned.</p> <p>A revised brief and timeline was agreed and following an open tender process specialist consultants Counterculture were appointed at the end of March 2021. They will work with the Council and partners on the Strategy between April - October 2021 with an estimated final delivery date of November 2021.</p>

Complete the Mercury Rising project.	Construction work is complete on this project, and it is processing throughout final sign off procedures, the theatre have moved back in and will re-open as soon as they can safely do so.
Deliver Decoding the Dead in Colchester.	<p>Decoding the Dead is externally funded helping to mitigate against the risk of delivering an exhibition at a time when social distancing may still be in effect. The exhibition will help to restore visitor figures and income to pre-COVID levels, subject to COVID related restrictions. Under normal circumstances a 10% increase would have been anticipated. The media friendly news stories generated by scientific analyses on ancient human remains should also have a legacy in improving the profile of the museum service. Collaborations with 'History Hit' and Dan Snow is expected to encourage physical visits as well as a digital reach of hundreds of thousands of people.</p> <p>The project will provide a blueprint for future collaborations with university partners.</p> <p>Digital outputs such as a 'Future Learn' course in partnership with the University of Reading should engage in access of 10,000 students internationally. The co-produced elements of the project will also better engage the community and assist in our objectives linked to Arts Council whose funding will continue to be critical to the service.</p>
Launch a new Visitor Website.	<p>Website launched August 2020 supported by a Google Ad words campaign. Despite very reduced activity on the old site during the initial Covid lockdown period, and traditional drivers of usage such as events and accommodation being severely curtailed by the crisis, rolling year statistics initially showed a 10.9% increase in users as at end Sept 2020 (representing an additional 34K users) driven by the improvements to the site and post lock down pent up demand. Unfortunately, the subsequent lockdowns with a ban on travel, the cancellation of events and the closure of accommodation, attractions and hospitality again slowed usage of the site drastically during autumn/winter 20/21. However, as at end of March 2021 usage is beginning to climb again (up 34% on the previous March) as lockdown restrictions ease and new planned content is added. This includes two new digital walking trails with historic themes, Roman Walls and The Siege Of Colchester which together were downloaded over 1,400 times between launch in mid-March and the end of the month.</p> <p>The official Visit Britain TXGB booking platform has been added to the site with recovery funding from VB and will go live in April 2021.</p>



Work to deliver a scheme redevelopment for Vineyard Gate car park to showcase the Town Wall and provide a welcoming arrival point for visitors to the historic town with interpretation and on-site presentation of surviving archaeology and heritage assets.	Very early (RIBA Stage 1) Feasibility work has commenced on this site, with Cabinet agreeing to progress work on a housing-led scheme to create a “liveable neighbourhood. Amphora Homes are leading this project through 2021 and architects Ash Sakula hve created a well-received concept scheme that restores the historic street pattern and creates a vibrant public space adjacent the town wall, with 70 homes and active ground floor uses.
Seek grant funding and implement schemes to enhance Balcerne Square and St Nicholas Square as new public spaces to showcase the adjacent assets.	£1m accelerated Town Deal funding has been secured, with these schemes now in community engagement and final design phase.

<b>Report of</b>	<b>Assistant Director, Corporate &amp; Improvement</b>	<b>Author</b>	<b>Paul Cook</b> ☎ 505861 <b>Darren Brown</b> ☎ 282891
<b>Title</b>	<b>Budget Strategy 2022/23 and Transformation</b>		
<b>Wards affected</b>	All		

## 1 Executive Summary

- 1.1 Scrutiny Panel is invited to consider the 7 July 2021 Cabinet report and make recommendations to Cabinet.

## 2 Reason for Scrutiny

- 2.1 To review progress to date on the 2022/23 Budget and Medium-Term Financial Forecast.
- 2.2 To comment to the Cabinet.

## 3 Reason for Cabinet Report

- 3.1 To outline the budget strategy and timetable for 2022/23 and the Medium-Term Financial Forecast.
- 3.2 To agree the use of £500k of New Homes Bonus carried forward into 2021/22 as set out in the report.
- 3.3 To propose a programme to transform Council services to generate required budget savings and harness the positive changes made to services during the Covid-19 pandemic.

## 4 Alternative Options

- 4.1 The Council is obliged to balance its budget on an annual basis. There are no alternatives.

## **5 Overview**

- 5.1 See Cabinet Report attached.

## **6 MTFF Consultation**

- 6.1 The budget strategy and timetable ensure that information is available for scrutiny and input from all Members.
- 6.2 Budget workshops will be held so that all members may share in the task of meeting the budget challenge.
- 6.3 The Leader of the Opposition has been offered the opportunity to meet with officers to assist with consideration of any alternative budget proposals.
- 6.4 The normal statutory consultation with business ratepayers and parish councils will take place.

## **7 Financial implications**

- 7.1 As set out in the Cabinet report.

## **8 Environmental and Climate Change Implications**

- 8.1 All budget measures are assessed for their likely environmental impact, reflecting the Council's commitment to be 'carbon neutral' by 2030. Environment and Climate Change is an essential cross-cutting theme in the Council's recovery planning and a core theme of the new Strategic Plan.

## **9 Equality and Diversity Implications**

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

## **10 Other Standard References**

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

7 July 2021

<b>Report of</b>	<b>Chief Operating Officer</b>	<b>Author</b>	<b>Richard Block Paul Cook</b>
<b>Title</b>	<b>Budget Strategy 2022/23 and Transformation</b>		
<b>Wards affected</b>	All wards		

## 1. Executive Summary

- 1.1 To outline the budget strategy and timetable for 2022/23 and the Medium Term Financial Forecast.
- 1.2 To propose a programme to transform Council services to generate required budget savings and harness the positive changes made to services during the Covid-19 pandemic.

## 2. Recommended Decision

- 2.1 To approve the budget strategy and timetable as set out in the report.
- 2.2 To agree the use of £500k of New Homes Bonus carried forward into 2021/22 as set out in Section 6 of this report.
- 2.3 To approve the proposed programme to transform Council Services.

## 3. Reason for Recommended Decision

- 3.1 It is a statutory requirement to set a balanced budget for 2022/23.
- 3.2 To agree a transformation approach to the 2022/23 budget strategy.

## 4. Alternative Options

- 4.1 None, because it is a legal requirement to balance the budget. Also, failing to transform would not result in the positive lessons learned during the Pandemic being harnessed and could put core services at risk.

## 5. Introduction

- 5.1 Covid-19 has demonstrated the scope to transform Council services. Existing services were rapidly adapted, new services were developed and the Council's use of technology - which was already advanced - went even further.
- 5.2 The potential of the Borough's communities was also demonstrated. They were enabled by the Council and other key organisations to provide a range of services which were vital to the pandemic response.
- 5.3 The proposed approach to the 2022/23 budget strategy builds on the effectiveness of the 2021/22 budget strategy process and themes.

## **6. Investing in Covid Recovery & Strategic Priorities**

6.1 The 2021/22 Budget includes £500k of unallocated (one-off) New Homes Bonus included as additional support for Covid impacts and recovery.

6.2 To drive forward recovery from the impacts of Covid and associated lockdowns and other restrictions on Council services, the community and the local economy, it is proposed to allocate this New Homes Bonus to support the delivery of the Council's strategic priorities for 2021/22 and ensure that core Council services are performing as effectively as possible.

### **6.3 Strategic Plan Priorities for investment and Covid Recovery in 2021/22**

#### **6.3.1 Tackling the climate challenge and leading sustainability**

- To increase biodiversity, wildflowers and accessibility to Council open spaces, the 'Greening Colchester' policy will be further developed through the Woodland & Biodiversity Project and based on the outcomes from the 2021 growing season pilots, in consultation with ward Councillors and the Environment and Sustainability Panel.
- To support residents to reduce, reuse and recycle their waste a budget will be made available to support the delivery of neighbourhood services, such as improving waste bins and containers for recycling materials, where demand has at times outstripped supply, and to ensure our frontline staff always have the equipment they need to do their job.
- We will invest in improved welfare, safety and compliance at the Shrub End depot whilst working towards a long-term strategy for our operational depot services.

#### **6.3.2 Creating safe, healthy and active communities**

- We recognise the excellent progress made in tackling covid but we cannot be complacent. We will continue to prioritise all efforts to reduce the transmission of coronavirus and risks of infection, including local track and trace, whilst doing everything we can to protect the livelihoods of our residents and businesses.
- We will expedite progress on delivering new Community Halls at St Marks, Highwoods and Western by-pass, Stanway.
- Members' Locality Budgets for 2021/22 were cut by 50% as part of the budget strategy process in the previous financial year and these will be restored back to £2,000 with immediate effect so that every councillor can support local priorities in their wards.
- Our open spaces have become increasingly significant and important to support resident's physical and mental wellbeing during the Covid pandemic. Funding will be allocated to enhance the security of our open spaces and prevent unauthorised access that could pose a risk to the biodiversity and accessibility of these important locations.

- We will investigate opportunities to brighten-up multi-story car parks, for example through decoration or other environmental improvements.

#### 6.3.3 Delivering homes for people who need them

- To help clear the current backlog of enforcement cases and enable training of a new apprentice role (currently being recruited to) an additional in-year budget contribution will provide additional capacity in the Planning Enforcement team.
- We will work with the County Council and local communities to ensure that any proposed developments on Council-owned land reflect the needs of the local community, optimise opportunities to create sustainable and affordable homes and improve access to public transport and active travel choices.
- We will seek to construct a workable proposal for a revised allocation at Middlewick enabling the creation of a Country Park and/or Nature Reserve between Abbot's Road and Birch Brook.

#### 6.3.4 Growing a better economy so everyone benefits

- Improvements will be made to signage and interpretation around the Town Centre to support and encourage residents and visitors to make the most of their experience in Colchester and increase the length of time visitors stay.
- The Queen celebrates her Platinum Jubilee in 2022 which provides a wonderful opportunity to 'dress' the town and support our local communities to join the celebrations, stimulating the local economy.
- As Britain's First City, and oldest recorded town, Colchester has been a highly significant regional centre for over 2,000 years. The Council will look to work with partners across Colchester, including the Town Deal Board, to put together a bid for City Status in 2022.

#### 6.3.5 Celebrating our heritage and culture

- Our museums service will explore the potential to create smaller displays e.g. 'Cabinets of Curiosity' at external venues to help increase inclusion and accessibility to some of our artefacts and exhibitions.
- We will investigate the potential to highlight heritage assets which are not normally seen by the public, and we will look for creative opportunities for events that help celebrate the unique character of Colchester.

#### 6.3.6 Summary of spending priorities for post Covid recovery:

Strategic Plan Theme	Projects	Budget £k
Tackling the climate challenge and leading sustainability	<ul style="list-style-type: none"> <li>• Woodland &amp; Biodiversity</li> <li>• Neighbourhood Services</li> <li>• Shrub End Depot phase II</li> </ul>	125
Creating safe, healthy, and active communities	<ul style="list-style-type: none"> <li>• Public Health (covid) response</li> <li>• Locality Budgets</li> <li>• Open Spaces Security</li> <li>• Car Park enhancements</li> </ul>	125

Delivering homes for people who need them	<ul style="list-style-type: none"> <li>• Planning Enforcement resource</li> </ul>	25
Growing a better economy so everyone benefits	<ul style="list-style-type: none"> <li>• Queen's Jubilee celebrations</li> <li>• Signage &amp; Interpretation</li> <li>• City Status bid</li> </ul>	125
Celebrating our heritage and culture	<ul style="list-style-type: none"> <li>• Heritage Highlighted</li> <li>• Colchester Events</li> </ul>	100
<b>Total</b>		<b>500</b>

## 7. Medium Term Financial Forecast (MTFF)

- 7.1 In 2020/21, significant government support has enabled the Council to avoid the use of reserves for Covid-19 pressures. The 2020/21 revenue outturn reported to 22 June 2021 Governance and Audit Committee shows a modest £38k overspend in 2020/21.
- 7.2 The MTFF assumes a gradual return to the status quo. But there is a recurring requirement for savings in the MTFF as shown in the table below. This reflects potential government funding reductions, including the loss of New Homes Bonus. The MTFF also assumes a £5 district council tax increase in each financial year.
- 7.3 Income in services will continue to be carefully monitored during 2021/22 to assess whether forecasts need to be adjusted. The level of Government funding for 2022/23 and onwards will only become clear in the 2022/23 Local Government Finance Settlement in December 2021. Meanwhile, there remains considerable uncertainty about the external factors that drive the Council's spending power going forward, including the 2021 Spending Review and potential changes to the business rates system. It is therefore not appropriate at this stage of the budget cycle to revise the MTFF assumptions as set out in the table below.

2021/22 Budget and MTFF	21/22	22/23	23/24	24/25	25/26
	£'000	£'000	£'000	£'000	£'000
<b>Previous year's budget</b>	<b>21,599</b>	<b>25,028</b>	<b>22,583</b>	<b>23,123</b>	<b>24,313</b>
Cost pressures & Growth items	2,103	279	1,821	940	940
Capital financing	644	(50)	200	200	200
Income losses	4,129	(2,000)	(350)	(200)	(200)
Transformation and recovery	500	(500)	0	0	0
Savings	(2,528)	(315)	(290)	(50)	(50)
Change in forecast use of new homes bonus	(1,419)	141	(841)	300	0
<b>Current year's budget</b>	<b>25,028</b>	<b>22,583</b>	<b>23,123</b>	<b>24,313</b>	<b>25,203</b>
Business rates	(6,120)	(5,580)	(5,123)	(4,667)	(4,544)
Govt - Covid Funding	(1,493)	0	0	0	0
Govt Grant	(622)	0	0	0	0
New Homes Bonus	(2,430)	(2,091)	(950)	(950)	(950)
Council Tax	(12,588)	(13,027)	(13,475)	(13,931)	(14,393)
Previously planned use of reserves	625	625	750	750	750
Covid use of reserves	(2,400)	(900)	(400)	(200)	(200)
<b>Budget Gap Cumulative</b>	<b>0</b>	<b>1,610</b>	<b>3,925</b>	<b>5,315</b>	<b>5,866</b>

- 7.4 The timetable for developing a budget strategy to deliver the MTFF is shown at Appendix 1.

## 8. Transformation Programme

- 8.1 A programme has begun to transform the organisation and harness the positive changes and learning from the Pandemic. This will also address the financial challenge described above.



- 8.2 The following objectives have been developed for the transformation programme to ensure it has direction and delivers the requirements of the Council:

The objectives of the transformation programme are to:

- Enable delivery of the Council's priorities in the 2020-23 Strategic Plan, Covid recovery and new socio-economic norms.
- Achieve MTFF sustainability by reducing costs and increasing income.
- Engage with and value our staff, Members, customers, communities, and businesses to design improved ways of working.
- Work with system partners to integrate our activities, optimise resources and provide greater resilience.
- Agree recommendations to inform the 2022-25 Budget Processes.
- To be ambitious, agile, inclusive, environmentally sustainable, and digital by default.

- 8.3 To achieve these objectives, a vision for transformation has been agreed, as follows:

- **ENABLING:** A council which is focused on the future of its people, place and businesses, enabling its residents to improve their quality of life.
- **INNOVATIVE:** A council which is truly open in its thinking, embracing opportunities for change and innovative in delivery.
- **COMMERCIAL:** A council which works its assets, opens-up further commercially minded opportunities and maximises its income earning potential.

- 8.4 Transformation proposals to deliver these objectives and the vision will be reported to Cabinet at its meeting on 14 October 2021.

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

- 9.1 Equality, Diversity and Human Rights responsibilities and duties of the Council will be achieved by the proposed transformation programme. As the transformation programme is developed further and specific proposals are made, full details including Equality Impact Assessments will be provided.

## **10. Strategic Plan References**

- 10.1 The 2021/22 Priorities in section 6 are designed to directly help deliver the Strategic Plan priorities in the context of organisational, community and economic recovery post Covid.
- 10.2 A key objective of the proposed transformation programme will be to ensure delivery of the vision, themes and objectives of the [Strategic Plan 2020-23](#).

## **11. Consultation**

- 11.1 Public consultation will form part of the process of finalising a budget strategy later this year. As specific transformation proposals are developed, where there could be changes to services, public consultation may be required. The responses will be considered in future reports to Cabinet.
- 11.2 Staff consultation regarding the proposed transformation programme has already commenced which has included the trade union, Unison. This consultation and engagement will continue as the programme is further developed.

## **12. Publicity Considerations**

12.1 The budget strategy and transformation programme will be publicised as it is developed further.

### 13. Financial implications

13.1 Included in the report.

### 14. Health, Wellbeing and Community Safety Implications

14.1 The proposed transformation programme will be developed to deliver the Council's aims with respect to health, wellbeing and community safety. As the programme is developed further and specific proposals are made, full details will be provided to Cabinet.

### 15. Health and Safety Implications

15.1 The Council's Health and Safety responsibilities will be delivered through the transformation programme.

### 16. Risk Management Implications

16.1 Risk assessments will be reviewed considering any changes to services proposed through the programme.

### 17. Environmental and Sustainability Implications

17.1 Achieving Environmental Sustainability is a core objective of the transformation programme, as detailed above and the Council's Strategic Plan 2020-23. The Council is committed to achieving net-zero carbon emissions from direct 'scope 1 and 2' activities by 2030.

17.2 Furthermore, all transformation proposals and projects will be assessed to optimise the contribution made towards environmental sustainability and minimise any negative impacts.

## Appendices

### Appendix 1 – Budget Timetable

Meeting	Stage	Details
7 July 2021 Cabinet	2022-23 Budget Strategy and Timetable	<ul style="list-style-type: none"><li>• Reflect on the 20/21 Outturn reported to June G&amp;A</li><li>• Set the Budget Strategy linked to transformation themes</li><li>• Set the Budget Timetable as per rows below</li><li>• Review Budget and MTFF assumptions. (Assumptions are not likely to have changed substantially compared to Feb 21 Budget Setting 21/22 and MTFF 21/25)</li></ul>
13 October 2021 Cabinet	Savings proposals supported by detailed templates	<ul style="list-style-type: none"><li>• Proposals to close the forecast gap for 2022/23 and reduce the gap in future years</li></ul>

17 November 2021 Cabinet	Fees and Charges proposals	<ul style="list-style-type: none"> <li>• Full detail provided</li> <li>• Inflationary increases do not generate savings as available to services to offset budget pressures</li> </ul>
December	Announcement of 2022/23 Local Government Finance Settlement	<ul style="list-style-type: none"> <li>• Results of 2021 Spending Review</li> <li>• Future shape of New Homes Bonus</li> <li>• Referendum principles. (Currently maximum district council tax increase £5.)</li> </ul>
25 January 2022 Scrutiny Panel	Scrutinises all the 26 January 2022 Cabinet reports and can recommend to Cabinet	
26 January 2022 Cabinet	Recommendations to Budget Council	<ul style="list-style-type: none"> <li>• 2022-23 district council tax</li> <li>• 2022-23 budget</li> <li>• 2022-26 Medium Term Financial Forecast</li> <li>• 2022-26 Capital Strategy and Capital Programme</li> <li>• Treasury Management Strategy 2022-26</li> <li>• Statutory Responsible Financial Officer statement on robustness of budget and reserves</li> </ul>
	Housing Revenue Account budget	<ul style="list-style-type: none"> <li>• Rents 2022/23</li> <li>• HRA Budget</li> <li>• Housing Capital Programme (HIP)</li> <li>• 5 year MTFF and 30 year HRA model refresh</li> </ul>
23 February 2022 Budget Council	Confirm the Cabinet recommendations	

## Background Papers





## Scrutiny Panel

Item  
**13**

20 July 2021

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 2020/21**

### 1. Executive Summary

- 1.1 This report sets out the work of the Scrutiny Panel during 2020/21 and requests that the Panel recommend the report to Full Council for approval on 20 October 2021.

### 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 Full Council for approval on 20 October 2021.

### 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 Full 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 2020/21.

### 4. Standard and Strategic Plan References

- 4.1 Scrutiny and challenge is integral to the delivery of the Strategic Plan 2020-2023 priorities and direction for the Borough as set out under the strategic themes of:
- [Tackling the climate challenge and leading sustainability](#)
  - [Creating safe, healthy and active communities](#)
  - [Delivering homes for people who need them](#)
  - [Growing a fair economy so everyone benefits](#)
  - [Celebrating our heritage and culture](#)

- 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 2020-21.

# Scrutiny Panel Annual Report 2020-21

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 that 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 2020/21

The function of the Scrutiny Panel continued to be important, given the challenges faced by the Council in addressing the impacts of the Covid-19 pandemic. This required the Council to address reductions in income and to continue to provide services in a safe but successful manner under very difficult circumstances. As a consequence the Council was required to innovate and look for different ways which enabled the continued delivery of vital services throughout the Borough.

In addition to its work examining the Council's responses to the Covid-19 pandemic, the Panel continued to carry out its annual programme of scrutinising the Council's financial affairs, budget setting and performance against its Strategic Plan.

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 2020/21.

## Call-ins

The general low level of call-ins and matters of urgency on Scrutiny Panel agendas suggests that the governance arrangements within the Council are working effectively.

One call-in was received during the 2020-21 municipal year, relating to the Council's response to a consultation on the Bradwell B Project [proposed new nuclear power station]. Members raised concerns that:

- The Council did not carry out sufficient consultation of residents, owing to the Covid 19 pandemic.
- The Council's response did not reflect decisions made and views expressed by full Council regarding its opposition to any building of a new nuclear facility at Bradwell.



The Scrutiny Panel recommended that the decision be referred back to the Portfolio Holder for Communities, Well Being & Public Safety and that an extraordinary meeting of Full Council be considered in order to formally discuss and approve a policy regarding the Council's opposition to the building of a new nuclear facility at Bradwell.

In response to the Panel's recommendations, an extraordinary meeting of the Full Council was convened, at which a unanimous decision was made to make clear the Council's ongoing views in opposition to the building of a new nuclear facility at Bradwell. A new consultation response was also drafted; however this was not able to be submitted until after the consultation deadline had ended and therefore was not accepted by the Bradwell Project. The Bradwell Project gave assurance that future rounds of consultation would be open for submissions from the Council.

### **Decisions taken under urgency provisions**

Certain decisions were noted as having been taken under urgency provisions within the Constitution, with these decisions relating to the Council's response to the Covid-19 pandemic. Decisions taken by Cabinet or Portfolio Holders under urgency provisions are decisions made to take immediate action on urgent matters, which must then be reported on to the Scrutiny Panel at the earliest possible meeting. Such decisions are not subject to the usual decision making/call in process.

During the first lockdown of 2020, the Leader of the Council agreed to interim scrutiny arrangements being put in place, to reflect the then impossibility of holding Panel meetings. These stated that urgent decisions were to be made in consultation with all Party Group Leaders and the Chairman of the Scrutiny Panel, who would then report back to the Panel itself at the earliest Panel meeting possible. These scrutiny arrangements were in place until remote meetings of Council formal decision-making meetings became permissible by virtue of temporary Regulations brought in by Government.

Decisions taken under special urgency provisions during 2020-21 related to:

- Disbursement of Government funds allocated to the Council for issuing to support economically vulnerable people and households within the Borough to mitigate the detrimental effects of the pandemic and the related lockdown measures [reported to Panel on [1 June 2020](#)].
- Decisions relating to the Council's work on validation and disbursement of Government Discretionary Business Grants, as a support for businesses during lockdowns [reported to Panel on [1 June 2020](#)].
- The mechanism used to oversee the payment of Discretionary Business Grants [reported to Panel on [15 December 2020](#)]

### **Pre-decision scrutiny of decision making.**

During 2020/21 the Scrutiny Panel was asked to conduct proactive scrutiny of key areas of decision making by Cabinet, including the setting out of Council's strategy and actions in response to the Covid-19 pandemic. The Panel conducted reviews and offered recommendations to Cabinet and individual portfolio holders.

### Covid-19 response

At an additional meeting held on 1 June 2020 the Panel examined the Council's early response to the Covid-19 pandemic and lockdown:

- The Council's community leadership response;

- Actions taken to assist residents, businesses and communities;
- Actions taken to adapt, continue and where required, reduce service provision;
- Decisions taken under urgency provisions;
- Interim Scrutiny and planning arrangements;
- The proposed amended Budget Strategy and Medium-Term Financial Forecast for 2020-21

The Scrutiny Panel made a number of recommendations to Cabinet, to improve the transparency of emergency decision making and reporting of effects upon service provision, from Covid-19 and the related lockdown measures. The Panel also offered recommendations on clarifying the Council's financial position and the Cabinet's evolving Budget Strategy.

#### Garden waste collections

At an additional meeting held on 7 July 2020, the Scrutiny Panel considered Cabinet's proposals for making changes to the Council's garden waste collection service. These changes would see an introduction of charging for the collection of garden waste, as part of a raft of measures to address the major reduction of income forced upon the Council by Covid-19.

The Panel made a number of recommendations to Cabinet, including the pausing of plans to introduce new charges and the formation of a group to examine waste service costs and plans, and for consultations to be held wherever any new roll-out of wheelie bins is proposed.

#### Council's Recovery Programme

At its meeting on 18 August 2020, the Scrutiny Panel examined the Council's proposed Recovery Programme relating to Covid-19. A comprehensive review was held, with senior officers and Councillor David King, Portfolio Holder for Business and Resources explaining the plans for returning to full levels of service provision, and to mitigate the harmful effects of the pandemic on the Council's finances.

#### Business Case for Council's Efficiency and Transformation Project

The Panel used its meeting on 13 October 2020 to consider a report due to be considered by Cabinet and regarding the setting of a new Budget Strategy which would deliver a balanced budget and make necessary savings in the face of great financial upheaval. This included measures to increase efficiency, review service delivery models and increasing the effectiveness of commercial operations.

Councillor Mark Cory, Leader of the Council, brought this item to the Panel for their consideration. The Panel conducted questioning regarding the measures proposed, alternatives which may have been considered but rejected, and looked at ways to find new ways of working and providing services. As a result of this, the Panel laid out its intention to examine alternative ways of working and providing services, and to review the Council's use of its property portfolio.

### **Prominent Reviews at Colchester Borough Council**

The Scrutiny Panel held a number of reviews during 2020/21.

On 17 August 2020, the Scrutiny Panel reviewed the Council's financial contributions to the North Essex Garden Communities [NEGC] Project and NEGC Ltd's finances. Following a full scrutiny session, the Panel recommended

that the Council should not write off any carried costs owed to the Council by NEGC Ltd and that an independent external audit and/or peer review should be carried out on the NEGC Project, with all shareholder local authorities being asked to participate. This was investigated by Cabinet, and Cabinet invited the Council's partner authorities to consider such a review or audit. There was not found to be enough support from the shareholder partners for such an audit or review to be pursued.

On 18 August 2020, the Panel received review reports on the pandemic/lockdown recovery operations carried out by Colchester Borough Homes and the Council's wholly owned companies.

Gareth Mitchell, Chief Executive of Colchester Borough Homes, introduced the Panel to the project principles and structure of their operations to address the effects of Covid-19, both on the business but also on the tenants, leaseholders and those seeking housing support from CBH. The operations of CBH were found to have been quickly moved to operate within the restrictions introduced to prevent Covid-19 being spread.

The Council's Amphora companies had been significantly affected by the lockdown, and the Scrutiny Panel examined their recovery and mitigation operations, clarifying how the companies would continue until revenue and work streams could be normalized.

The 2020/21 Half Year Performance Report, received on 15 December 2020 gave the Panel an opportunity conduct a detailed scrutiny of the effects of Covid-19 on the Council during the first half of that municipal year and was an opportunity for the Panel to make a number of recommendations to Cabinet, including a prioritisation of Key Performance Indicators [KPIs] which involved the parts of Council's work which had the largest life-enhancing effect on residents of the Borough, and a recommendation to maintain KPI targets, rather than alter them, until the widespread uncertainty and effects on services caused by Covid-19 had stabilised and reduced.

### Review of Bus Service Provision

In response to a request from Councillor Lee Scordis, the Panel used its meeting on 16 March 2021 to hold a review into the provision of bus services across the Borough. This review drew together Borough and County Council officers, alongside bus operators to review the situation facing the bus network, the effects of the pandemic and the plans being formed for the future of bus services, including a pilot project to provide new services in a currently unserved part of central Essex.

The Panel were briefed on the underlying pressures and difficulties within the bus sector and on the specific challenges caused by having to introduce Covid-19 safety measures and by the critical fall in passenger numbers caused by furlough and home working.

After in in-depth discussion of ways in which the Borough Council and its members could support Essex County Council, as the relevant authority, and local bus service providers, the Panel made the following recommendations to Cabinet:

## RECOMMENDATION to CABINET that: -

- (a) Cabinet encourages councillors to take up the ‘#UseTheBus challenge’, to invest in local communities, jobs and the environment by championing bus travel.
- (b) Cabinet uses the powers available to a Tier Two authority to enhance and highlight modal shift from car use. Powers of Planning, redevelopment of Town Centre and a boroughwide Parking Strategy being examples (but not an exhaustive list) of these powers.
- (c) Cabinet investigates incentives and offers, through the Business Improvement District [BID] and business partners, in developing a level playing field for bus passengers, when compared to parking deals, thus promoting sustainable transport options.
- (d) Guidance be issued to all elected members as to the options available regarding use of Section 106 funds from new developments, potentially to support bus infrastructure and routes.
- (e) Cabinet directs officers to investigate the possibility of working with partners to create a Borough-wide travel app, to support and encourage use of sustainable and active travel options.

## Financial scrutiny

The Scrutiny Panel, during 2020-21, conducted an informal review of its approach to scrutinising the financial affairs and position of the Council. Over past years, a large number of regular reports had been added to the Panel’s work programme which gave annual updates on different elements of the Council’s finances. It was found that a number of these reports covered areas which were already scrutinised by the Governance and Audit Committee and that the matters covered should more correctly sit with that Committee, except in instances where performance diverges significantly from expectations, or when members identify causes for concern which would benefit from consideration by the Scrutiny Panel.

Working in conjunction with the Governance and Audit Committee, the Scrutiny Panel identified the financial reviews which should remain on the Panel’s work programme each year [items for scrutinising the Council’s proposed budget before it is voted upon and to review annual budget performance after each financial year]. The building of a closer working relationship with the Governance and Audit Committee has seen invitations extended by that Committee to Scrutiny members to participate (in a non-voting capacity) in its work to scrutinise different financial and governance aspects of the Council and its wholly owned companies.

## Partnership arrangements

### Colchester Business Improvement District

On 18 August 2020 the Scrutiny Panel discussed and examined the work of the Colchester Business Improvement District [BID]. Joined by Simon Blaxill, BID Chairman, and Sam Good, District General Manager, the Panel examined the work of the BID to promote local businesses, town centre footfall, online

marketing, assist town centre firms in instituting Covid-19 security measures and recovering from lockdowns. The BID laid out their four-stage framework for recovery and their partnership working with the Council and other key partners.

#### North East Essex Health & Wellbeing Alliance

At the meeting on 21 July 2020, Mark Jarman-Howe, Chairman of the North East Essex Health & Wellbeing Alliance, and Pam Donnelly, Strategic Director of Customer and Relationships, presented the work of the Alliance. Benefits had been gained from working with partners across North Essex, including local authorities, NHS organisations, the Mental Health Trust, Community360 and other charities. The main challenges being faced by the Alliance included suicide, alcohol-related conditions and violent crime.

The Panel discussed the Alliance's response to the Covid-19 crisis and the model of partnership and stakeholder co-operation which had proved to be very successful in co-ordinating the partners engaged in health and wellbeing work in the area.

#### Review of Arts Organisations in receipt of Council funding.

The Scrutiny Panel holds an annual session to hear from the local arts organisations which receive Council funding, namely The Mercury Theatre, FirstSite and the Colchester Arts Centre. This had been forced to be delayed, due to the impact of Covid-19, but was held on 18 March 2021.

Representatives of the three organisations briefed the Panel on the effects of Covid-19 on their operations, the outreach work they had conducted during the year and on specific highlights, such as the Mercury Rising Project to renovate and redesign the Mercury Theatre. They also briefed members on the current financial difficulties facing their organisations, including the recent withdrawal of funding from Essex County Council.

Following an in-depth question and answer session, the Panel made the following recommendations to Cabinet:

RECOMMENDATION to CABINET that: -

- (a) Cabinet formally recognises the importance of the three art organisations, built on trust and partnership working;
- (b) Cabinet explore whether the procurement model used for the 'Mercury Rising' project can be used more widely by the Council to boost the local economy;
- (c) All councillors be kept informed of all outreach work and events by the arts organisations, to ensure that they can share the great work undertaken within the cultural sector and ensure that those who could benefit from them have the opportunity so to do.

#### **Scrutiny Panel operating as Crime & Disorder Committee**

The Scrutiny Panel sat as the Crime and Disorder Committee to review the performance and operation of the Safer Colchester Partnership on 15 September 2020. An additional meeting was also scheduled for 16 February 2021 to provide an update from the Council's partners in the Partnership, and to

give members a briefing by the charity 'Next Chapter' on the specific issue of domestic abuse and violence, and the work being done by that organisation and its partners to tackle this problem, which had increased during the Covid-19 lockdowns. Members were informed of the ways in which services and support for victims continued to be provided, in a Covid-secure fashion.

The reviews held by the Crime and Disorder Committee provided information on the work of the Safer Colchester Partnership during 2020/21, 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. Furthermore, they gave an opportunity for the Panel and the public to learn more about how the Safer Colchester Partnership members had adapted their work to ensure that services and support options were maintained through the difficulties and restrictions resulting from the pandemic.

The Panel thanked the representatives for attending the meetings and responding to members' questions and noted the work of the Partnership.

### **Councillor Call for Action (CCfA)**

There were no CCfA issues brought to the attention of Scrutiny Panel during 2020/21.

### **Task and Finish Groups**

There were no Task and Finish Groups commissioned by the Scrutiny Panel 2020/21. The Panel did recommend that Cabinet commission a Task and Finish Group to examine matters relating to waste collection. Cabinet commissioned such a Group to report back to it.

### **Appendix**

Appendix A – Schedule of Meetings and Reviews for 2020/21.

## Schedule of meetings and reviews

### Scrutiny Panel 2020/21

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

NB: Following the meeting on 1 June 2020, Councillor Davies retired from the Council. At the Scrutiny Panel meeting on 7 July Councillor Bentley was appointed as new Chairman, and subsequent to that Councillor Barber was nominated to join the Panel and was elected Deputy Chairman.

<b>1 June 2020</b>	<ul style="list-style-type: none"> <li>• Finance and Council Response Reports relating to Covid-19</li> </ul>
<b>7 July 2020 (Additional Meeting)</b>	<ul style="list-style-type: none"> <li>• Pre-Scrutiny of Proposed changes to Garden Waste Collection</li> </ul>
<b>21 July 2020</b>	<ul style="list-style-type: none"> <li>• Year End 2019/20 Performance Report and Strategic Plan Action Plan 2018-21</li> <li>• N.E. Essex Health and Wellbeing Alliance</li> <li>• Annual Scrutiny Report</li> </ul>
<b>27 July 2020 (Call-in Meeting)</b>	<ul style="list-style-type: none"> <li>• Call-in of Bradwell B Consultation response</li> </ul>
<b>17 August 2020 (Additional Meeting)</b>	<ul style="list-style-type: none"> <li>• North Essex Garden Communities Project and NEGC Ltd Update and Financial Information</li> </ul>
<b>18 August 2020</b>	<ul style="list-style-type: none"> <li>• Recovery work by CBC, CBH and CCHL relating to the Covid-19 situation</li> <li>• Colchester Business Improvement District</li> </ul>
<b>15 September 2020 (Crime and Disorder Committee)</b>	<ul style="list-style-type: none"> <li>• Safer Colchester Partnership (Crime and Disorder Committee)</li> </ul>
<b>13 October 2020</b>	<ul style="list-style-type: none"> <li>• Local Council Tax Support – Year 2021/22 (Provisional)</li> <li>• Budget Strategy for 2021-22</li> </ul>
<b>15 December 2020</b>	<ul style="list-style-type: none"> <li>• Half Year 2020-21 Performance Report &amp; Strategic Plan Action Plan progress</li> </ul>
<b>26 January 2021</b>	<ul style="list-style-type: none"> <li>• 2021-22 Revenue Budget, Capital Programme, Medium Term Financial Forecast and Treasury Management Investment Strategy</li> <li>• Housing Revenue Accounts Estimate and Housing Investment Programme</li> </ul>
<b>16 February 2021 (Crime and Disorder Committee)</b>	<ul style="list-style-type: none"> <li>• Safer Colchester Partnership (Crime and Disorder Committee)</li> </ul>



<b>16 March 2021</b>	<ul style="list-style-type: none"> <li>• Alternative ways of working and service provision involving partners and communities [initial verbal briefing on how this would be brought back to the Panel in 2021-22 with focus on areas identified by the Panel]</li> <li>• Bus Service Provision in Colchester Borough</li> </ul>
<b>18 March 2021 (Additional Meeting)</b>	<ul style="list-style-type: none"> <li>• Arts Organisations receiving Council Funding</li> <li>• Corporate Key Performance Indicator Targets for 2021-22 – moved from 26 January 2021</li> <li>• Colchester Borough Homes: Key Performance Indicator Targets for 2021-22</li> </ul>



20 July 2021

Report of	Assistant Director – Corporate and Improvement Services	Author	Owen Howell ☎ 282518
Title	Work Programme 2021-22		
Wards affected	Not applicable		

## 1. Executive Summary

- 1.1 This report sets out the current Work Programme 2021-2022 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 2021-2022.

## 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 draft work programme for 2021-22 is appended to this report. This contains the items which are reviewed each year by the Panel, and a July review of the Council's upcoming transformation programme which was requested at the end of the 2020-21 Municipal Year.
- 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**.

## 4. Standard References

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

## 5. Strategic Plan References

- 4.1 Scrutiny and challenge is integral to the delivery of the Strategic Plan 2020-2023 priorities and direction for the Borough as set out under the strategic themes of:
- [Tackling the climate challenge and leading sustainability](#)
  - [Creating safe, healthy and active communities](#)
  - [Delivering homes for people who need them](#)
  - [Growing a fair economy so everyone benefits](#)
  - [Celebrating our heritage and culture](#)

- 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.

## **Appendices**

Appendix A – Scrutiny Panel Work Programme, 2021-22

Appendix B – Forward Plan of Key Decisions: 1 June 2021 – 30 September 2021

**Work Programme for 2021/22**

Scrutiny Panel meeting – <b>8 June 2021</b>
Scrutiny Panel Chairman's briefing – <b>3 June 2021</b>
1. Work Programme 2021-22
Scrutiny Panel meeting – <b>20 July 2021</b>
Scrutiny Panel Chairman's briefing – <b>15 July 2021</b>
1. Year End 2020/21 Performance Report and Strategic Plan Action Plan 2018-21 2. Budget Strategy and Transformation Programme 3. Annual Scrutiny Report 4. Work Programme 2021-22
Scrutiny Panel meeting - <b>17 August 2021</b>
Scrutiny Panel Chairman's briefing – <b>12 August 2021</b>
1. Work Programme 2021-22
Scrutiny Panel (Crime and Disorder Committee) - <b>14 September 2021</b>
Scrutiny Panel Chairman's briefing – <b>9 September 2021</b>
1. Safer Colchester Partnership (Crime and Disorder Committee) 2. Work Programme 2021-22
Scrutiny Panel – <b>12 October 2021</b>
Scrutiny Panel Chairman's Briefing – <b>7 October 2021</b>
1. Portfolio Holder Briefing [Panel to decide which] 2. Review of Colchester Borough Homes: 2020-21 Performance 3. Local Council Tax Support – Year 2022/23 4. Budget Strategy for 2022-23 5. Work Programme 2021-22
Scrutiny Panel meeting - <b>9 November 2021</b>
Scrutiny Panel Chairman's briefing – <b>4 November 2021</b>
1. Portfolio Holder Briefing [Panel to decide which] 2. Work Programme 2021-22
Scrutiny Panel meeting - <b>14 December 2021</b>
Scrutiny Panel Chairman's briefing – <b>9 December 2021</b>
1. Portfolio Holder Briefing [Panel to decide which] 2. Half Year 2021-22 Performance Report & Strategic Plan Action Plan progress 3. Budget Strategy for 2022-23 4. Work Programme 2021-22

<b>Scrutiny Panel meeting - 25 January 2022</b>
<b>Scrutiny Panel Chairman's briefing – 20 January 2022</b>
<ol style="list-style-type: none"> <li>1. Portfolio Holder Briefing [Panel to decide which]</li> <li>2. 2022-23 Revenue Budget, Capital Programme, Medium Term Financial Forecast and Treasury Management Investment Strategy</li> <li>3. Housing Revenue Accounts Estimate and Housing Investment Programme</li> <li>4. Corporate Key Performance Indicator Targets for 2022-23</li> <li>5. Colchester Borough Homes: Key Performance Indicator Targets for 2022-23</li> <li>6. Work Programme 2021-22</li> </ol>
<b>Scrutiny Panel (Crime and Disorder Committee) - 15 February 2022</b>
<b>Scrutiny Panel Chairman's briefing – 10 February 2022</b>
<ol style="list-style-type: none"> <li>1. Safer Colchester Partnership (Crime and Disorder Committee)</li> <li>2. Work Programme 2021-22</li> </ol>
<b>Scrutiny Panel meeting– 15 March 2022</b>
<b>Scrutiny Panel Chairman's briefing – 10 March 2022</b>
<ol style="list-style-type: none"> <li>1. Portfolio Holder Briefing [Panel to decide which]</li> <li>2. Reports from Arts Organisations (Mercury, The Arts Centre, FirstSite)</li> </ol>

# COLCHESTER BOROUGH COUNCIL

## FORWARD PLAN OF KEY DECISIONS 1 August 2021 – 30 November 2021

During the period from 1 August 2021 – 30 November 2021\* 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](mailto: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](http://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.

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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) – details of decision makers correct at time of publication	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)
<b>Budget 2022-23 Update and Transformation</b>	No	7 July 2021	Cabinet (Cllrs Dundas, Crow, Ellis, Laws, Lissimore and B. Oxford)  Please contact via Democratic Services (01206) 507832 email: democratic.services@colchester.gov.uk	Cabinet report	Richard Block Assist Director, Corporate and Improvement 01026 506825 <a href="mailto:richard.block@colchester.gov.uk">richard.block@colchester.gov.uk</a>
<b>St Marks Community Centre</b>	No	7 July 2021	Cabinet (Cllrs Dundas, Crow, Ellis, Laws, Lissimore and B. Oxford)  Please contact via Democratic Services (01206) 507832 email: democratic.services@colchester.gov.uk	Cabinet report	Alison Fogg Development Manager 01206 508906 <a href="mailto:alison.fogg@colchesteramphora.com">alison.fogg@colchesteramphora.com</a>



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<b>Colchester Town Deal programme</b>	No	7 July 2021	<p>Cabinet (Cllrs Dundas, Crow, Ellis, Laws, Lissimore and B. Oxford)</p> <p>Please contact via Democratic Services (01206) 507832 email: democratic.services@colchester.gov.uk</p>	Cabinet report	<p>Matthew Brown Economic Development Projects Manager 01206 507348 <a href="mailto:matthew.brown@colchester.gov.uk">matthew.brown@colchester.gov.uk</a></p>
<b>Award of Contract for Light Vehicles</b>	No	July 2021	<p>Dan Gascoyne, Chief Operating Officer, in consultation with Councillor Crow, Portfolio Holder for Environment and Sustainability, under delegated authority from Cabinet</p> <p>Please contact via Democratic Services (01206) 507832 email: democratic.services@colchester.gov.uk</p>	Portfolio Holder report and tender analysis	<p>Robert Doran Fleet and Depot Contract Manager 01206 282612 <a href="mailto:Robert.Doran@colchester.gov.uk">Robert.Doran@colchester.gov.uk</a></p>

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<b>Award of contract for construction works for Stanway Community Facility on the Western Bypass</b>	Yes	July 2021	<p>Assistant Director, Community, in consultation with the Portfolio Holder for Communities, Councillor B. Oxford.</p> <p>Please contact via Democratic Services (01206) 507832 email: democratic.services@colchester.gov.uk</p>	Officer report,	<p>Cathy Doyle Community Enabling Officer 07970 991601 cathy.doyle@colchester.gov.uk</p>
<b>Placement of the Council's insurance policies following a formal tender process, including cover for Colchester Borough Homes and Colchester Commercial Holdings Ltd</b>	No	July 2021	<p>Portfolio Holder for Resources, Councillor Lissimore.</p> <p>Please contact via Democratic Services (01206) 507832 email: democratic.services@colchester.gov.uk</p>	Portfolio Holder report including a full assessment of the quotes submitted by interested insurers will be undertaken by the Council's brokers, Aon Ltd. This will assess against the criteria set in the tender specification, and recommend the most advantageous package.	<p>Hayley McGrath Corporate Governance Manager 01206 508902 <a href="mailto:Hayley.mcgrath@colchester.gov.uk">Hayley.mcgrath@colchester.gov.uk</a></p>

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<b>Award of the Contract for the Construction of the Renewable Heat Network Energy Centre and at the Northern Gateway</b>	Yes	August 2021	Portfolio Holder for Resources, Councillor Lissimore  Please contact via Democratic Services (01206) 507832 email: democratic.services@colchester.gov.uk	Portfolio Holder report with not for publication appendix	Andrew Tyrrell Client and Business Manager 01206 282390 <a href="mailto:Andrew.tyrrell@colchester.gov.uk">Andrew.tyrrell@colchester.gov.uk</a>
<b>Local Full Fibre Network (LFFN) Operation Model</b>	Yes	1 September 2021	Cabinet (Cllrs Dundas, Crow, Ellis, Laws, Lissimore and B. Oxford)  Please contact via Democratic Services (01206) 507832 email: democratic.services@colchester.gov.uk	Cabinet report	Andrew Tyrrell Client and Business Manager 01206 282390 <a href="mailto:Andrew.tyrrell@colchester.gov.uk">Andrew.tyrrell@colchester.gov.uk</a>

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<b>Creation of a new Solar PV Park and Micro Grid</b>	No	1 September 2021	Cabinet (Cllrs Dundas, Crow, Ellis, Laws, Lissimore and B. Oxford)  Please contact via Democratic Services (01206) 507832 email: democratic.services@colchester.gov.uk	Cabinet report	Andrew Tyrrell Client and Business Manager 01206 282390 <a href="mailto:Andrew.tyrrell@colchester.gov.uk">Andrew.tyrrell@colchester.gov.uk</a>
<b>Award of contract for Asbestos Surveys to Housing and Corporate Assets</b>	No	September 2021	Portfolio Holder for Housing and Planning, Councillor Ellis  Please contact via Democratic Services (01206) 507832 email: democratic.services@colchester.gov.uk	Portfolio Holder report	Geoff Beales Client Services Manager 01206 516504 <a href="mailto:Geoff.beales@colchester.gov.uk">Geoff.beales@colchester.gov.uk</a>

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<b>Approval of Award of Contract for Replacement Windows and Doors</b>	Yes	October 2021	Portfolio Holder for Housing and Planning, Councillor Ellis  Please contact via Democratic Services (01206) 507832 email: democratic.services@colchester.gov.uk	Portfolio Holder report	Clare Lawrance Client Asset Manager 01206 282506 <a href="mailto:Clare.lawrance@colchester.gov.uk">Clare.lawrance@colchester.gov.uk</a>
<b>Town Deal Business Cases</b>	No	13 October 2021	Cabinet (Cllrs Dundas, Crow, Ellis, Laws, Lissimore and B. Oxford)  Please contact via Democratic Services (01206) 507832 email: democratic.services@colchester.gov.uk	Cabinet report	Matthew Brown Economic Development Projects Manager 01206 507348 <a href="mailto:matthew.brown@colchester.gov.uk">matthew.brown@colchester.gov.uk</a>

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Officer Pay Policy	No	17 November 2021	<p>Cabinet (Cllrs Dundas, Crow, Ellis, Laws, Lissimore and B. Oxford)</p> <p>Please contact via Democratic Services (01206) 507832 email: democratic.services@colchester.gov.uk</p>	Cabinet report	<p>Jessica Douglas Strategic People and Performance Manager 01206 282239 <a href="mailto:jessica.douglas@colchester.gov.uk">jessica.douglas@colchester.gov.uk</a></p>

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