

Scrutiny Committee

Amphora Covid-19 Recovery Plan Summary

2020-2024

Key deliverables for the current year 2020/21:

- Completion and opening of £28.7m Sports Park at Colchester Northern Gateway (CNG).
- Planning consent and commencement of the new homes, commercial and leisure provision at CNG.
- First housing sales at Creffield Road.
- Re-commencement of Covid compliant social distancing Events.
- Improve on the commercial and retail rental income on behalf of CBC.
- Complete the initial deployment of the Local Full Fibre Network (LFFN).
- Finalise the pre commencement works for the construction of the Energy Centre.
- Develop funding streams for the delivery of local community centres.

Key financial assumptions for the current year 2020/21 due to the pandemic:

- Service Level Agreement (SLA) charges have been reviewed and re-distributed across all companies.
- The minimal indoor or outdoor event projections (including weddings) until January 2021 has decreased the income by 80%, the costs associated with Events has therefore decreased resulting in an overall reduction in net income of £443k.
- Staff costs have been reviewed and updated and include the recovery for furloughed staff within CATL.
- CATL expenditure includes £100k venue hire costs, as agreed with CBC.

Revised forecast dividend of £226,000 for 2020/21 is shown below:

Financial Statement

	Original Budget 20/21	Covid-19 Revised Budget 20/21	Variance		Original Budget 20/21	Covid-19 Revised Budget 20/21	Variance
CCHL	Full Year Budget	Full Year Budget	Full Year Budget	CATL	Full Year Budget	Full Year Budget	Full Year Budget
	£000's	£000's	£000's		£000's	£000's	£000's
Income	2,122	2,036	86	Income	3,760	2,997	763
Expenditure	-2,122	-2,036	-86	Expenditure	-3,149	-2,722	-427
	0	0	0		611	275	336
CAHL	Full Year Budget	Full Year Budget	Full Year Budget	Group	Full Year Budget	Full Year Budget	Full Year Budget
	£000's	£000's	£000's		£000's	£000's	£000's
Income	169	121	48	Income	6,190	5,293	897
Expenditure	-131	-120	-11	Expenditure	-5,537	-5,014	-523
	38	1	37		653	279	374
CAEL	Full Year Budget	Full Year Budget	Full Year Budget	Profit b/f tax	653	279	374
	£000's	£000's	£000's	Tax	124	53	71
Income	139	139	0				
Expenditure	-135	-137	2	Forecast	529	226	303
	4	2	2	Dividend			

Key deliverables for next three years 2021 - 2024:

- Detailed planning consent for the new homes, commercial and leisure provision at CNG
- Completion of the Energy Centre and connection of District Heat Network to supply local homes and businesses of CNG.
- Completion and start of occupancy of the 350 new homes for private sale and affordable rent
- Connection of private residents and commercial businesses to the LFFN with private sector investment.
- Delivery of Colchester Events programme with national appeal for UK promotion of a vibrant and inclusive Colchester
- Completion of various housing sites and assistance to CBC in future sites for sustainable development.
- Support for a greener economy with action plan against delivery of CBC's carbon neutral footprint by 2030
- Development of new business and partnering opportunities to continue the annual dividend growth to CBC.

Medium Term by Company for the period 2021 - 2024

CAEL:

- Begin installation of the Energy Centre and initial sections of pipe distribution network with first 'heat on' in early 2022 and complete the full heat network connections as per the construction program.
- Identify funding streams for additional projects such as microgrids, photovoltaic (PV) for Leisure World (c£3m project).
- Explore CAEL as an energy consultancy using additional resources.
- Seek synergies with CBC's sustainability & climate change team to provide efficiencies on its energy strategy and expenditure.
- Prepare a restructuring of fibre arm into CAEL with potential greater emphasis on utilities.
- Produce CAEL's renewable energy projects to support CBC's carbon neutral vision.
- Present options for energy efficiencies at Leisure World could use the borehole at Rowan House to offset high energy costs.

CAHL:

- Explore and apply where eligible to Homes England for social housing grants.
- Develop and market multiple housing sites across the Borough.
- Masterplan agreed development sites in line with CBC's strategic priority on regeneration of the Town Centre.
- Achieve planning for Mill Road with heat network/microgrid, utilising contracted architectural expertise.
- Handover completed garage site properties at Scarfe Way, Buffett Way and Hardings Close to Colchester Borough Homes (CBH) to begin occupancy.
- Commence on the Phase 3 garage sites

CATL:

Helpline

- Helpline as an established and well used local service must continue to promote itself to private pay customers on the quality of the service it provides.
- Update to the analogue phone lines as they are being phased out from 2022 to 2025 and all customers will require a digital solution.
- Seek alternative solutions to add more functionality i.e. Alexa, Google Home to provide more support for customers and which could be funded by health partners.
- Seek overlap wherever possible with the new digital infrastructure to create revenue-generating opportunities by being a direct provider of site connectivity.
- Targeted marketing campaign to grow customer base organically with phased additional responders based on demand.

Expanding Services for Helpline

Helpline's model is primarily monitoring and response but could also:

- provide 'Out Of Home' (OOH) services to CBC and CBH detailing with domestic failings i.e.. boilers, floods, etc.
- create a wider Helpline brief where any resident can contact us 24 hours a day to access approved, trusted trade professionals extending a service already in place for CBH Helpline
- Manage OOH calls for other agencies / councils
- Promote automated calls service for external health partners

CCTV Digitalisation

The current CCTV system is outdated and an upgrade to a digital system is underway which is due for completion Summer 2021

- The new operating system brings greater capability to extend services into commercial market for both CCTV and alarm monitoring.
- Proposal to upgrade to full digital system with links to Northern Gateway, Castle Park and Leisure World.
- Opportunity to monitor internal and external alarms ie. schools, care homes, etc from central control centre.
- Discussions with local councils on central monitoring of CCTV from Colchester.

Events

Website Development

- The current website is one platform aiming to meet a number of different customer needs
- Customer journeys are complex and do not currently enable a simple purchase of tickets
- Proposal to develop website(s) based on simpler customer journey
 - Weddings
 - Community
 - Town Hall
 - Castle
 - Corporate room hire
 - Hire venue
 - What's on

- Buy a ticket / Box Office

Charter Hall Refurbishment

- With a growing events reputation and programme, the Borough should have a dedicated and suitably equipped venue able to attract the global artists that it is attracting to Castle Park.
- Charter Hall is a joint use Sports Hall / Events venue with outdated décor, sports hall line markings that deter bookings.

Events Facilitation Third Parties

- The current operation is focussed on promoting and utilising CBC venues to bring people to Colchester.
- CEC has a growing reputation of delivering a diverse and well managed programme of events
- Proposal to develop relationship to promote Colchester Events Company as facilitator of events on behalf of third-party venue organisations
- Take cultural lead for Colchester, collaborate with key partners to create one vision and delivery for Colchester
- Provide a full event / wedding planning service for both CBC and external venues
- Hire equipment for both Colchester Events Company and third-party events

Estate Management

- Manage the rental income to return to pre Covid-19 levels
- Strategic assessment of the Council's property assets
- Develop Facilities and Maintenance services for other parties

Capital Project Management

- Deliver
 - Colchester Northern Gateway
 - Sports Park
 - Highway Improvements
 - CNG South
 - Community Centres
 - Other Council assets brought forward
 - Develop Project Management services for third parties

Business and Economic Development

- Support the growth of Colchester's creative and cultural economy and obtain funding for new community facilities.

Digital Communications

- Deploy ultra-fast fibre across the Borough working with strategic partners to maximise customer growth for residents and businesses.

Ends
August 2020

