

# Scrutiny Panel Meeting

**Grand Jury Room, Town Hall, High Street,  
Colchester, CO1 1PJ**

**Tuesday, 12 November 2019 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>.

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## 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, 12 November 2019 at 18:00**

**The Scrutiny Panel Members are:**

Councillor Beverly Davies  
Councillor Kevin Bentley  
Councillor Tina Bourne  
Councillor Paul Dundas  
Councillor Chris Hayter  
Councillor Mike Hogg  
Councillor Sam McCarthy  
Councillor Lorcan Whitehead

Chairman  
Deputy Chairman

**The Scrutiny Panel Substitute Members are:**

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

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

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

**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 Scrutiny Panel will be invited to confirm that the minutes of the meetings of 6 August 2019 and 15 October 2019 are a correct record.

**Minutes of Scrutiny Panel meeting 06 August 2019**

7 - 16

**Minutes of Scrutiny Panel meeting 15 October 2019**

17 - 22

**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 Brexit – governance and business continuity**

23 - 56

The Scrutiny Panel requested an update on the Council's governance and business continuity arrangements for Brexit. A verbal update will be given alongside this report.

- |    |   |         |
|----|---|---------|
| 11 | <b>Capital Monitor report, April 2019 – September 2019</b>  | 57 - 64 |
|    |   |         |
| 12 | <b>Financial Monitoring Report – April to September 2019</b><br>This report gives the Panel the opportunity to hold Service Managers and Portfolio Holders accountable for their budgets.   | 65 - 80 |
|    |   |         |
| 13 | <b>Scrutiny Panel Work Programme 2019-20</b><br>This report sets out the current Work Programme 2019-2020 for the Scrutiny Panel. This provides details of the reports that are scheduled for each meeting during the municipal year.   | 81 - 94 |
|    |   |         |
| 14 | <b>Exclusion of the Public (Scrutiny)</b><br>In accordance with Section 100A(4) of the Local Government Act 1972 and in accordance with The Local Authorities (Executive Arrangements) (Access to Information) (England) Regulations 2000 (as amended) to exclude the public, including the press, from the meeting so that any items containing exempt information (for example confidential personal, financial or legal advice), in Part B of this agenda (printed on yellow paper) can be decided. (Exempt information is defined in Section 100I and Schedule 12A of the Local Government Act 1972). |         |

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

# SCRUTINY PANEL

## 6 August 2019

*Present:* - Councillor Davies (Chairman), Councillor Bentley, Councillor Bourne, Councillor Dundas, Councillor Hayter, Councillor Hogg, Councillor McCarthy, Councillor Whitehead\*

\*Councillor Whitehead arrived during the presentation in minute 224.

*Substitutions:* - None

*Also present:* - Councillor Fox, Councillor King, Councillor J. Young

### 223. Minutes

It was confirmed that the minutes of the meeting of 16 July 2019 were not yet ready for approval and would be brought for approval to the next meeting.

### 224. Colchester Business Improvement District

Sam Good, Business Improvement District (BID) Manager for 'Our Colchester', presented an overview of the BID's overall goal, structure, operations, aims and challenges in its work to address pressure on 'high street' businesses. The goal and aims had been set to match expectations given by the partner businesses.

The initiative was launched in October 2018, following a ballot of members, and had a five-year term, following which it would return to members for a re-ballot to gain a further term of operation. The annual budget was around £460k but it was hoped this would rise as member businesses increased incomes and therefore increased the size of their levies paid to the BID (a percentage of their rateable values). It was projected that, over the first five years of operation, the BID would access around £2.4m in funds for investment in the town centre. It was noted that there was a ringfenced fund for the supporting of independent businesses in the area.

It was affirmed that the BID was working to ensure a fair and equal delivery of its services and improvements across its area of operation and thanked the Borough Council and Essex County Council for their support in this, and for providing networking opportunities.

The BID's year-one aim was to improve the town's appearance and perception, whilst work began on the other aims. This aim included cleanliness and work to fill empty units. The work of the BID's focus groups was explained, giving ways for input and feedback to be collected from the public, residents, experts and commercial stakeholders.

The BID 'In Bloom' and 'In Colchester' brands (and the related one-stop website) were being publicised and interest and praise attracted for local partner businesses. Blogs were being sourced for the website, and work was ongoing on including job opportunity information. Over 100 planters had been installed as a highly-visible improvement.

Two Street Ambassadors were currently in-post to act as a public face for the BID in town, and as a way to connect with businesses day-to-day, whilst being able to report issues as they occur (including problems in public realm areas, aggressive begging and maintenance issues). Issues were now more easily reportable and action to address them was swifter. Over 300 public realm issues had been reported, with the only unresolved issues being damaged paving. The 'Neat Street' campaign proved helpful in encouraging shop owners to take additional care of the public realm in the vicinity of their shops, and work was now underway to reduce the number of vacant units. Colchester currently had an 8% vacancy rate for units in town, which compares favourably to the national average.

The Vision for Colchester was due to be launched at the BID's annual conference on 24 September. This was would aim to make Colchester a recognisable, pleasant and welcoming community hub. The longer-term aim was to have engagement events and activities for families and local schools.

An online portal/website had been funded for the night-time economy, allowing members of the Town's PubWatch scheme to log concerns regarding antisocial behaviour and share details/issue alerts relating to banned individuals and members of the public who have engaged in antisocial or illegal behaviours. This scheme will be rolled out for use in reporting similar issues during the day-time.

It was noted that, although the Council did not have a seat on the Board of the BID, Councillor David King, Portfolio Holder for Business and Resources, and Richard Block, Assistant Director – Environment, both attended Board meetings in an advisory capacity and to represent the Council.

In response to questions, the BID Manager confirmed that all 491 rateable member businesses paid the levy used to fund the BID's work.

The Panel requested further details regarding the BID's 'In Colchester' website and its relation to the 'Visit Colchester' tourist site. The BID Manager explained that there were links to 'Visit Colchester' on the BID's site, and that the BID was working to have 'Visit Colchester' links on the BID site. It was noted that 'Visit Colchester' covered the whole Borough, whilst the BID site concentrated on the town centre area in which it operated.

The Panel requested greater detail on the BID's budget and areas of spending. It was informed that breakdowns of spending could not be provided at this stage, but would be available following year-end, and that the BID limited company would produce its accounts in line with statutory requirements. These would be public documents and would be approved on 24 September. A breakdown of spending could then be provided. It was confirmed to the Panel that a small budgetary surplus was expected and that a 97% collection rate on the levy of participating firms had been achieved.

The BID Manager was asked to give his Board's view regarding the promotion of a sustainable future for Colchester, and the BID's view on how use of the town centre could be increased, whilst lowering congestion and car usage. The importance of promoting bus usage was covered, as well as offers on off-peak use of parking facilities and encouraging



modal shift away from the car and towards sustainable transport options. It was stated that recent research had shown that Colchester had the cheapest parking in the region. Alternative sustainable transport (walking and cycling options) had been recently raised, was being considered and could be reported to Scrutiny Panel in the future. It would not be possible to compel businesses to pay towards investment in improved foot and cycle paths, although many companies had identified congestion levels as a key factor in preventing an increased footfall. Ideas were being sourced from other areas, and this was made easier due to good communication with other BIDs in the vicinity, and across the UK. The Maidstone BID had recently been consulted on ideas to improve transport links.

The BID Manager was asked how the BID engaged with office-based businesses. He confirmed that he had met with a range of such companies, including Hiscox, Ellisons and smaller firms to discuss what assistance the BID could provide. Although it would be difficult for the BID to directly help increase their volume of trade, they would benefit indirectly from a happier work-force resulting from BID actions to improve central Colchester as a place to work, including better lunch options and activities, and community events.

A Panel Member asked whether any work was underway to bridge the gap between daytime, evening and night-time economies. It was confirmed that there was currently no link between the day and night uses of the town centre and that one part of the aim to re-orientate the town centre to be a community hub was to bridge the gap between day- and night-time economies. Although the evening dining economy thrived, there was a challenge in that the hours for the night-time economy had stretched later over recent years. The importance of changing antisocial behaviours and the perception of the town centre were deemed necessary. The BID has also sought to attract university students to town.

The BID Manager explained that efforts to improve health and wellbeing of local businesses' staff were being made, to add to the work of 'Living Well Essex.' A 'Wellbeing Month' has been scheduled for 2020, to promote healthy activity during the working day, in addition to business events to reduce unhealthy working practices. The Panel suggested that the Council's Public Health Team could partner with the BID to assist these activities.

The Panel praised the BID 'In Bloom' displays and asked if these were installed in co-operation with 'Colchester in Bloom' which covered the whole Town. The BID Manager clarified that he had contacted Pam Schomberg from 'Colchester in Bloom' and that they worked independently, but in a complimentary fashion to improve the Town's centre.

The Panel questioned how empty retail units could be filled, and whether start-up firms could be encouraged to take these, potentially in partnership with the University and its students. It was clarified that the BID would not act as a business incubator (this work was done by the Colchester Business Enterprise Area (COLBEA)), but it could act to help facilitate new and pop-up enterprises. The BID had already introduced artwork into vacant units and a vision document was being drafted to guide efforts to attract new businesses to take units. Attempts had been made to gain discounts on rent from the landlords of empty units, but this had not succeeded. The BID Manager suggested that an alternative approach could be to provide Business Rates relief for new-starter companies moving into empty units, and to work with COLBEA to identify companies which would benefit from this.

The Panel was given assurance that the BID welcomed feedback and ideas from the public and looked to collect views from individuals and civic groups on the work it did. Focus groups were used to address issues, and relevant individuals invited to take part in these. The BID Manager stressed that it would be useful for them to have a quick-reference guide

giving contact details for individuals and groups within the town and Council with specific expertise areas and interests, allowing more comprehensive consultations to be carried out.

A Panel member sought assurance that the BID was consulting and working with staff of businesses, as well as the owners. Assurance was given, and the BID's engagement with staff was described, including data gathering, communications efforts, formation of advisory groups (mixing owners/managers and their staff) and Ambassador engagements with staff.

Regarding negative social media posts about the town centre, it was noted that there would always be complaints, but the BID Manager stressed the importance of building on the positive engagements/posts and of advertising the improvements that were being made.

The Panel invited the BID to return to Scrutiny Panel with an update and greater budgetary information, at its meeting scheduled for 17 March 2020. The BID Manager welcomed this and also informed the Panel that the BID would invite Panel members to its Annual Conference on 24 September 2019.

Following the discussion, Councillor King, Portfolio Holder for Business and Resources, confirmed that it was understood that ongoing involvement of firms in the BID's work would be vital. A balance of views and feedback was needed, and the youth of the BID as an organisation was noted, and he asked that it be given time to establish itself.

*RESOLVED* that the Scrutiny Panel Work Programme 2019 – 2020 be amended to include a presentation and update on the work of the Colchester BID at the Scrutiny Panel meeting scheduled for 17 March 2020.

## **225. Review of Colchester Borough Homes Performance 2018/19**

This review was presented by Gareth Mitchell, Chief Executive of Colchester Borough Homes (CBH), Anne Grahamslaw, Chair of the Board of CBH, and Councillor Fox, Portfolio Holder for Housing.

Councillor Fox described the expansion of services provided by CBH over recent years, the arrangements for ensuring adherence to its Management Agreement through the Medium-Term Delivery Plan, and current project work. This included the procurement of a new Housing Management IT System, and the project for improved, modern sheltered accommodation on the Elfreda House site. Planning work continued regarding expected new social housing units, in conjunction with the work of Colchester Amphora Homes Ltd.

The Chair of the CBH Board highlighted the continual oversight work carried out by their Board, which monitored the organisation's performance.

The Chief Executive of CBH explained the move to eight new key performance indicators (KPIs), concentrating on meaningful ways to measure the main elements of performance, and supported by background information. This was part of an improved reporting process involving CBH, the Portfolio Holder and the Council's Client Team.

Achievements during the year included success in adapting the Company to meet the requirements of the Homelessness Reduction Act 2017. Early prevention measures had led to positive results. The level of repairs completed on time remained above target, whilst rent collection levels and gas safety arrangements continued to be strengths.

The change in customer satisfaction performance was explained, with efforts being made to make this more representative of actual performance and overall customer satisfaction. The previous indicator had been too narrow but had been broadened to cover all services delivered, with a challenging target. This had not been met in 2018/19, but work was ongoing to improve performance. Satisfaction levels for repairs carried out by CBH staff were consistently higher than for repairs carried out by contractor staff. There was now a focus on improving the satisfaction rates relating to contractor staff performance.

A second KPI target which had not been achieved was the percentage of capital programme elements completed on time, where the cumulative result for 2018/19 was 66.3%, compared to a target of 95%. A commitment had been made to the Portfolio Holder for Housing that CBH would catch up and complete the outstanding works from 2018/19. This had already been achieved by the end of June.

Time taken to re-let empty properties had also not met its target (25 days). Process improvements have been identified and additional work will be done to improve contractor performance. Karen Loweman, CBH Director of Operations, had been commissioned to review the process for preparing empty properties for re-let and identify further ways to improve performance.

A common theme across the areas in which targets have been missed was the procurement and performance of contractors. A vast majority of the contracts were in the Council's name, procured by CBH and Council together. Difficulties had been found across many sectors, where contractors placed low bids for work, won contracts and then failed to meet contract terms, often because they could not afford to successfully appoint subcontractors, having bid so low during the procurement process. In one case, this had led to a contractor pulling out of a Council contract less than a year after it commenced.

CBH managed contracts on the Council's behalf, and resource went into managing and monitoring these. CBH worked with residents and the Council to monitor contract delivery. The cost of contracts was fixed, and quality of work would not be compromised, so the element which slipped was the time taken to complete work, with delays being experienced. CBH has changed the way it addressed procurement, with larger contracts being replaced by a greater number of smaller contracts. This allowed a greater number of local and smaller contractors to bid for contracts, whilst still attracting bids from efficient national firms. Whilst this approach was being taken to address issues with contractor performance, it was also noted that the Company had struggled to recruit to positions, where the salary grades did not compare favourably to those in the private sector.

A significant challenge was expected relating to maintaining high levels of rent collection following the roll-out of Universal Credit, whilst minimising the number of evictions caused by rent arrears. CBH worked to minimise the number of tenants building up rent arrears.

Although the results of independent benchmarking against comparable organisations had not yet been released, it was expected that these would continue to show that CBH delivered a low-cost service, which assisted the Council in reducing the pressure of overhead costs on its Housing Revenue Account. Efficiencies and savings were being achieved in procurement, controlling the cost of repair services, and in the operation of photo-voltaic panels on properties. Bed and breakfast usage and spending had been minimised, whilst targets relating to the energy efficiency of stock had been exceeded, saving money for both the Council and for tenants.

Fire safety compliance and assurance remained a priority, although the risk level in Colchester was lower than in some other authorities, as the Council did not own high-rise or cladded buildings. CBH had met its commitments regarding sheltered and general-needs blocks, and 30-minute fire doors (FD30) were now being installed, following delays caused by market shortages. CBH continued to be ISO 18001 compliant and its health and safety was regularly audited.

Funding to deal with rough sleeping had been won, and outreach work, insight and capacity had never been higher in Colchester. 35 rough sleepers have been re-housed and 12 re-connected with their families. Of those re-housed, four of them had amassed 38 years between them of rough sleeping. There had been one eviction from the Housing First Pilot, but success achieved with three people successfully moving on. Confidence in Colchester continued to be shown by the Ministry of Housing, Communities and Local Government.

It was expected that a new, tougher regulatory regime, expected to come from the most recent green paper on social housing would not affect the Council's general needs stock, as it includes no high-rise properties, but it may affect sheltered accommodation blocks and there will be a more rigorous regulatory environment.

Responding to questions regarding CBH's approach to mitigating difficulties with recruitment and contractor performance, the Chief Executive informed the Panel that the Company continued to experience difficulties in recruiting certain skillsets, due to difficulty in competing with private sector pay levels. Creative recruitment targeting is being attempted, but it was likely that difficulty would remain whilst the labour market remained strong. On the subject of tenders for contract work, procurement rules could limit the response to difficulties, however work continues to ensure adherence to these rules whilst allowing a more diverse range of applicants to tender for work, with a mix of large and small contracts. Efforts had been concentrated on avoiding unrealistically-low bids for work.

The benefits of diverse local procurement/contracting were stated, including the boost to the local economy, however there were some contracts which were of a size or type which made it difficult for smaller, local, firms to bid. CBH had a well-motivated staff who conducted some work in-house, and there was potential for more work to be carried out by CBH staff directly, but this would require a political decision to be made by the Council.

The Panel requested more detail on the slight increase in evictions during 2018/19. The Chief Executive explained that there had been a national rise in the number of evictions, but that this remained a last resort for CBH and the Council. The distinction was drawn between evictions resulting from antisocial behaviour, and evictions as a result of rent arrears. The Financial Inclusion Team continued to provide early intervention support to address tenants' financial problems. It was noted that it was likely that the Council would have a duty to house tenants evicted for arrears, so eviction was not preferable.

Panel members raised concerns regarding the likely effect of Universal Credit roll-out on future evictions, as this roll-out had commenced later in Colchester than in many local authority areas. They were informed that, in a survey conducted on 39 local authorities, Colchester was close to the median regarding percentage of tenants receiving Universal Credit (10% of tenants in Council tenancies, compared to 12% median). Other local authorities had seen an increase in the number of 'Notices of Seeking Possession' (NOSPs). CBH employed early intervention to prevent this, and communicated with at-risk tenants, with partnership working between officers, Jobcentre Plus and tenants. An increase in evictions and drop in rent collection was feared for the housing sector in

2019/20, and a request had been made to the Department for Work and Pensions for better landlord engagement in the roll-out, including data sharing so ways to address pressures can be found. The Chair of the CBH Board gave assurance that the Board continued to monitor the risk relating to Universal Credit and the mitigations put in place to minimise any effect from this. It was noted that there had been no evictions in the first quarter of 2019/20.

The Panel asked how local authorities were planning to measure the success of their actions regarding compliance with the Homelessness Reduction Act, and as to how well CBH and the Council would score in comparison to others. A measure had been agreed between CBH and the Council, in the absence of a national measure. This had now been accepted by government as its chosen measure for compliance. The measure showed the proportion of applicants for whom a duty to house is accepted, for applicants who have been assessed and received a personal housing plan. The new legislation laid out two 56-day periods (for prevention and relief respectively) which caused an imbalance in the quarterly figures for 2018/19. Addressing pressure on housing stock included buyback of former council properties, a private sector leasing scheme and enforcement of planning requirements for affordable homes, but the challenge continued to grow.

The Panel asked for detail regarding an increase in the number of days to re-let void (empty) properties and on CBH's action to address this. The Panel were informed that the target on this was mid-range but challenging. CBH (and its contractors) had been noted as performing well on cost but falling short on time taken. The contractor had failed to meet its commitments and had triggered the 26-week break clause to pull out of the contract. A replacement contractor had been appointed, but it took time to recover the situation. Pressure also came from voids which required additional remediation work, due to work having been refused by the former tenants (e.g. kitchen or bathroom replacement), or work required to fix tenant damage. Process changes were being considered, such as waiting until a new tenant had moved in before offering a new bathroom or kitchen. This would cut void time and give new tenants a chance to pick options as to the kitchen or bathroom style.

A Panel member requested information as to what plans there were to build new disabled-accessible properties to increase the Council's stock of available properties which comply with Part M of the Building Regulations (2010). The Portfolio Holder for Housing described the new house building programme being launched by the Council, including the re-starting of the garage site programme, with five of the new properties (on former garage sites) being compliant with Part M of current Building Regulations. The Portfolio Holder stated that there was public appetite for the provision of new council housing and the Council continued to explore new ways to provide this, including within the North Essex Garden Communities Project. The Council have invited input from George Clarke's team, in light of the Channel 4 TV presenter currently presenting a series on ways to provide social housing.

A Panel member stressed the need to address the visual impact of estates and to carry out remedial work to address maintenance issues, causing residents to take more pride in their areas. The Chief Executive agreed that estate improvements increased resident satisfaction and lowered antisocial behaviour rates. He explained why such work in the Asset Management Programme had been drastically scaled back to ease the pressure on the Housing Revenue Account caused by the cumulative 1% reduction each year for four years in the rent charged to tenants of the Council, as dictated by central government. There was now a business case for restarting such work. Garage renovations had already caused an increase in income and an increase in resident satisfaction.

The Panel asked whether it would potentially be easier and more satisfactory to tenants for small maintenance works to be carried out in-house, and if action could be taken to prevent aggressive marketing/sales calls (for services and seeking potential disrepair claims for compensation), especially to vulnerable residents. It was confirmed that Community Caretakers carried out small-scale repairs, but that outsourcing works was often quicker and cheaper. Regarding sales calls, it was confirmed that the easiest way to prevent disrepair claims being pushed by third-party claims companies was to meet deadlines for repair completions. CBH worked to raise awareness amongst residents regarding how to avoid and deal with aggressive marketing calls.

Questions were asked as to how targets were set for Medium Term Delivery Plan KPIs, and whether draft targets could be given pre-scrutiny by the Panel. These were agreed annually between CBH and the Council's Client Team, scrutinised by the CBH Board and signed-off by the Portfolio Holder for Housing. The current measures and targets had been set to focus on necessary information and allowing necessary oversight on the most important aspects of performance. Quarterly client meetings were held, along with ongoing discussions. Targets were set so as to be challenging but achievable. The Portfolio Holder welcomed pre-scrutiny to be carried out and the Panel agreed that they wished to conduct this pre-scrutiny for the next annual target-setting process.

The Portfolio Holder was asked whether consideration had been given to building of new estates of Council-owned stock, rather than the current method of 'pepper-potting' social housing within mixed-tenure developments. The Portfolio Holder stated that discussions would continue as to what the North Essex Garden Communities (NEGC) Project could make possible on this, whilst giving a sense of place to developments. There was an aim for 30% of housing within the NEGC Project to be affordable housing, and the Portfolio Holder speculated that this could potentially all be Council-owned housing. A substantial number of council houses were expected for the Mill Road development and Cabinet were keen to examine what proportion of land allocated to the NEGC Project could be used for council housing. A political consensus would be sought for this and details would be provided to Members once they become clearer. The Panel noted that Richard Bayley, NEGC Ltd Group Managing Director, had been questioned by the Panel regarding provision of affordable homes, and that the Panel was keen to ensure that commitments regarding Council-owned and affordable housing were kept. An update on this was requested as part of the future process for briefing Members on the NEGC Project's progress.

The Chair summarised the highlights of the item and expressed the Panel's thanks to Andrew Grimwade, CBH Rough Sleeper Co-ordinator, and his team for their work. Thanks were also expressed to the Chair of the CBH Board, Anne Grahamslaw, as she was soon to reach the end of her term on the Board. In turn, Anne Grahamslaw praised the ongoing work of CBH and Council officers to support tenants, highlighted the strength of governance arrangements at Board level, and noted the improvements in KPI reporting, which had led to improvements in the presentation of performance to the Scrutiny Panel.

*RESOLVED* that the Panel will conduct pre-scrutiny of the next round of draft proposed targets for the Medium-Term Delivery Plan KPIs, as proposed by CBH and the Council's Client Services Team.

## **226. Work Programme 2019/20**

The Chair briefed the Panel on a number of proposed amendments to the Work Programme. These were:

- The pre-scrutiny of the Draft NEGC Ltd Business Plan, proposed for an additional Scrutiny Panel meeting to be scheduled for 29 August 2019.
- The Colchester BID to be invited to present an update on their work on 17 March 2020.

The Panel were informed that although Councillor King, Portfolio Holder for Business and Resources, was unable to attend the proposed additional meeting for 29 August, Councillor Julie Young, Deputy Leader of the Council and Portfolio Holder for Culture and Performance, would attend in his place.

*RESOLVED* that: -

- (a) The following amendments to the Work Programme 2019/20 be approved:
  - i. The pre-scrutiny of the Draft NEGC Ltd Business Plan, proposed for an additional Scrutiny Panel meeting to be scheduled for 29 August 2019;
  - ii. The Colchester BID to be invited to present an update on their work on 17 March 2020.
- (b) The duly amended Work Programme 2019/20 be noted.





# SCRUTINY PANEL

## 15 October 2019

*Present: -*

Councillor Davies (Chairman), Councillor Bentley, Councillor Bourne, Councillor Dundas, Councillor Hayter, Councillor McCarthy,

*Substitutions: -*

Councillor Scott-Boutell (for Councillor Hogg)

*Also present: -*

Councillor King

### **230. Minutes of Previous meeting**

*RESOLVED* that the minutes of the meeting held on 29 August 2019 be confirmed as a correct record.

### **231. Decision Made Under Special Urgency Provisions – Contract for Fleet Maintenance**

Richard Block, Assistant Director (Environment) introduced the item and explained the reason for the use of special urgency provisions in the making of the decision. The procurement process for a new fleet maintenance contract had commenced over 12 months ago, had been a comprehensive process which included market engagement and follow-up work with interested parties, but had garnered only one bid, which had come from the current provider of fleet maintenance services. Significant time had been spent on negotiating the contractual terms, but this had left insufficient time to go through the normal decision-making process and call-in period before the then-current contract would have lapsed.

The Chair confirmed that she had signed off the decision, but that very little time had been given for her to consider the item and ask questions. It was noted as regrettable that only one bid had been received, and that the scheduling of the latter part of the tendering process had been such that full scrutiny of the decision had not been made possible.

*RESOLVED* that the Panel noted the decision taken under special urgency provisions.

### **232. Local Council Tax Support 2020-21**

It was noted that there were no substantive alterations proposed to the Council's scheme for Local Council Tax Support, compared to the 2019-20 scheme. It was confirmed that Cabinet had reviewed the scheme and are satisfied that no changes have been made since last year.

*RESOLVED* that the Panel had reviewed the proposed Local Council Tax Support scheme commencing 1 April 2020.

### **233. Business Rates Retention and future arrangements**

**Councillor Bentley (by reason of being a business owner within Colchester Borough) declared a non-pecuniary interest in the following item pursuant to the provisions of Meetings General Procedure Rule 7 (5).**

Paul Cook, Interim Head of Finance and 151 Officer, introduced the item and informed the Panel that the collection performance of the Council had been shown to be good. Further information was given regarding the technical consultation being carried out on the Government Policy to make local authorities more dependent on Business Rate income, and it was noted that the report looks at the related issues and the approach taken by Colchester Borough Council.

A clarification was made that, at 5.3 of the report, the '50% share of collecting the baseline' quoted, should have been noted as referring to the 50% share of business rates which goes to the Borough Council, County Council and local Fire Authority. This was then broken down into 40% of Business Rate income going to Colchester Borough Council, 9% going to Essex County Council and 1% being assigned to Essex County Fire and Rescue Service.

Councillor King, Portfolio Holder for Business and Resources, informed the Panel that there is currently wider uncertainty regarding future local authority finances, with a current consultation underway into the balance of shares of income and streams of finance between upper and lower tier local authorities. Central Government is looking across the board at the balance of local authority funding.

In answer to questions as to whether the Council could vary the business rates for which it had a responsibility to collect, the Portfolio Holder for Business and Resources confirmed that the Council could not vary business rates, but did have some flexibility to apply discretionary relief, such as when attempts are made to encourage businesses to move into empty units.

Detail was requested as to what cooperation with other local authorities in the region was currently being carried out, and what financial planning had been undertaken for the future. The Portfolio Holder for Business and Resources explained that work and consultation regarding plans for the future had continued and the details of this would be disclosed for wider consideration when ready. The importance of prudence was stressed when making projections of the future. An example is the assumption made that there would be a reduction in the Council's ability to rely on funding from the New Homes Bonus.

The Interim Head of Finance detailed the ongoing technical consultation by the Government into local authority financing, which had recommended that the ability of central government to levy a negative revenue support grant on local authorities be ceased.

In answer to questions relating to cooperation with other local authorities in the area, the Interim Head of Finance explained that the Essex Business Rates Pool continued to operate and successfully provide savings to the partner authorities.

The Panel remarked that the Government's approach needed to be unveiled and explained before in-depth planning and scrutiny could be conducted in regard to the collection and retention of business rates. The Panel urged the Government to give clarity in this area as soon as was possible. The Panel also requested that Cllr King arrange for a training and briefing session to be arranged for all elected members on the subject of business rates, and future considerations and planning relating to it. A member of the Panel suggested that this could be done in a Full Council meeting and local businesses invited to attend and take part in giving their views. The Portfolio Holder consented to consider how best to carry this out early in the following year.

*RECOMMENDED* to the PORTFOLIO HOLDER for Business and Resources that a training/briefing session be arranged, potentially as part of a Full Council meeting, for all elected members on the subject of business rates, and future considerations and planning relating to it.

*RESOLVED* that the Scrutiny Panel had considered the report on future business rates arrangements.

#### **234. Scrutiny Work Programme 2019-20**

The Chair briefed members of the Panel on discussions which she had held with officers regarding potential ways to adopt new elements of best practice and improve the way the Scrutiny Panel operates.

Discussions had been held in regard to whether the reporting of financial data and items could move to exception-based reporting, rather than bringing full reports to the Panel each year, mostly showing where performance was either better than expected, or in-line with expectations/Key Performance Indicators. Owen Howell, Democratic Services Officer, confirmed that he had discussed the options with Andrew Weavers, Monitoring Officer, and that it was the officers' opinion that the statutory duty for the Panel to scrutinise the Council's financial performance would mean that the Panel would need to continue to receive full reports on Council finances, which would give the public assurance that full scrutiny and oversight were being carried out, and to allow members of the public to raise their own queries at public meetings for the Panel to consider in its deliberations.

A number of new items and changes were put forward for the Work Programme 2019-20:

- The North East Essex Health and Wellbeing Alliance presentation would be put back to 17 March 2020, to allow for a full year of its work to be reported on.
- A presentation on the Council's approach to, and preparations for, Brexit to be scheduled for 12 November 2019.
- A report on the Budget Strategy for 2020-21 to be brought before the Panel on 10 December 2019.

The Panel noted that in some other local authorities, the biannual performance reports brought to Scrutiny were presented by all portfolio holders and assistant directors. Although this was more difficult to organise, the Panel considered that this could allow for more information to be given to the Panel and the public, and better scrutiny conducted. It was considered that this approach could increase accountability, promote sharing of best practice, show how different portfolios and service areas related to each other, and give assurance that Cabinet members understood their portfolios. Concern was, however, raised that the invitation of all Cabinet and Assistant Directors would make a meeting unwieldy and very long.

The Panel was asked to consider whether it would be best to focus in-depth scrutiny of the December Half-Year Performance Report on a selection of two or three portfolio or service areas. It was suggested that Panel members should be given an advanced copy of the draft report, to see where concerns may lie, and identify which Portfolio Holders to invite to the meeting.

A request was made by the Panel for scrutiny of Council asset management to be added to their work programme, to allow the Panel to examine the authority's use of its property and land portfolio and ensure that this is being put to best use. It was posited that this had been examined by the now-retired trading board. The Portfolio Holder for Business and Resources agreed that the scrutiny of asset management would be in line with the importance of showing that assets were being used well to maximise the Council's income.

A further suggestion made was that the Scrutiny Panel should examine the work, resourcing, objective-setting and achievements of the Council's task & finish Groups. A number of specific areas for enquiry were raised, including how to ensure that resourcing is sufficient, that value is being achieved by the Groups and that they are working within their terms of reference and are disbanded once their objectives are achieved. It was noted that task and finish groups can help backbench councillors to contribute and provide advice and recommendations to the Executive, and that it was important to ensure that the right objectives and constructive approach were set in place.

The Scrutiny Panel resolved to hold an additional meeting in February so as to discuss and scrutinise the current operation of task and finish groups by Colchester Borough Council. The Panel requested that the Democratic Services Officer draw up a questionnaire for each group to complete, and to first circulate this to Scrutiny Panel members for comment. Following this, the Panel directed that the Chairs of each task & finish group would be asked to attend the meeting.

The Chair suggested that a second meeting of the Crime and Disorder Committee be held in February or March 2020, in order to allow a more in-depth examination of the performance of two selected strategic partners from the Safer Colchester Partnership. The meeting held in September 2019 had discussed the broad themes within the work of the Partnership but had not allowed for an in-depth scrutiny of performance data. It was proposed and agreed that a second meeting of the Committee be scheduled for February or March each municipal year to allow for statistics and performance data to be presented by partner organisations, and for more in-depth questioning of selected statutory partners.

The Chair requested that all Panel members raise any training needs they identify for themselves or potentially for the whole Panel.

A member of the Panel requested that the subject of Climate Change, and the Council's approach to this, be brought to the Panel for scrutiny, to allow the Panel to be a critical friend, discuss progress made and assist in adding value to the Council's action to minimise and mitigate the effects of its work on the environment. This could then be made into a regular item for the Scrutiny Panel to examine. It was noted that the work of the Conservation and Environmental Sustainability Task and Finish Group would be scrutinised at the additional meeting to be arranged for February/March 2020. The Assistant Director (Environment) informed the Panel that the motion to Full Council on 17 July 2020 regarding the declaration of a Climate Emergency resolved that the Conservation and Environmental Sustainability Task and Finish Group would 'report to Cabinet and Full Council within six months with an action plan setting out conservation and environmental sustainability goals to address targets by 2030; incorporating proposals on the investment implications of this proposed activity.' This committed the Group to report by January 2020 at the latest. The Panel requested that the draft reports be brought to it for pre-scrutiny, prior to Council and Cabinet receiving them. The Democratic Services Officer committed to check timings and investigate.

*RESOLVED* that:-

- (a) The Work Programme be amended to add the following meetings and reports:
  - The North East Essex Health and Wellbeing Alliance presentation to be put back to 17 March 2020
  - A presentation on the Council's approach to, and preparations for, Brexit to be scheduled for 12 November 2019.
  - A report on the Budget Strategy for 2020-21 to be brought before the Panel on 10 December 2019.
  - An additional Scrutiny Panel meeting to be arranged for February 2020, for scrutiny to be conducted into the use of Task and Finish Groups.
  - An additional Crime and Disorder Committee meeting to be arranged to occur each year in February/March.
  - Pre-scrutiny of the Environmental Sustainability Task and Finish Group reports to Council and Cabinet to be arranged.
- (b) The duly amended Work Programme 2019-20 be noted.
- (c) An early draft of the Half Year 2019 - 2020 Performance Report to be provided to Panel members, who would then identify Cabinet Members they wished to invite to answer questions and participate in scrutiny of the item.



Report of	Chief Operating Officer	Author	Dan Gascoyne ☎ 282577
Title	Brexit – governance and business continuity		
Wards affected	Not applicable		

## 1. Executive Summary

- 1.1 The Scrutiny Panel requested an update on the Council's governance and business continuity arrangements for Brexit. A verbal update will be given alongside this report.
- 1.2 Please also see [Governance and Audit Committee 7 March 2019](#) and at [Cabinet 4 September 2019](#) (item 8 risk management), with copies also shown as Appendices A and B to this report, which set out these arrangements and the context for this update.
- 1.3 The UK's withdrawal from the European Union continues to create a number of uncertainties for the Council, our communities and businesses. There are different potential risks depending on the eventual exit arrangements. The Council is continuing to monitor the Government's announcements on the implications of the exit from the EU and to bring them to the attention of decision makers at the appropriate level. This includes the potential implications of a 'no deal' Brexit.
- 1.4 The EU's chief Brexit negotiator, Michel Barnier, has said of a 'no deal' Brexit that it "still exists. It could happen at the end of January, should Parliament fail to ratify the Brexit deal. It could also happen at the end of 2020, following the end of the transition period, if no new trade deal is agreed between the UK. The risk of Brexit happening without an agreement still exists. We still need to prepare."
- 1.5 The recently-announced General Election on 12 December, its outcome and the impact on agreeing a deal will also be key factors to be considered as these situations develop.
- 1.6 Council officers are in regular contact with Government departments, other local authorities and partner organisations to understand and prepare for Brexit and, where possible, mitigate risks. The Essex Resilience Forum is coordinating preparation and communications in the event of a range of scenarios in terms of civil contingencies. Essex Chief Executives are discussing Brexit planning at the county-wide level. The Council is contributing to information gathering, reports and county-wide planning events.

## 2. Action required

- 2.1 To scrutinise the update on the current arrangements.

## 3. Reason for Scrutiny

- 3.1 To provide an update on the current position regarding Brexit.

## 4. Alternative Options

- 4.1 Not applicable.

## 5. An overview of Brexit-related arrangements – update since previous reports

- 5.1 Councils have a key role in continuity planning across concerns which may have an impact on their communities. This sort of contingency planning is normal for councils, for issues as diverse as bad weather, major disasters, terrorist incidents or health crises like a flu pandemic. Brexit is one such area where councils aim to be as prepared as they can be in the light of 'what if' uncertainties.
- 5.2 Whatever the issue is, the Council seeks to properly prepare, plan and implement as that is the best way to provide continuity for businesses, residents and employees. The Council is preparing for a range of outcomes relating to Brexit. This will help us to continue delivering services both on a daily basis and over the longer term.
- 5.3 Communications
- New 'one stop shop' webpages have been created and added to CBC's website:
    - [Brexit and You](#) (residents/EU Settlement Scheme)
    - [Prepare for Brexit](#) (for businesses).
  - CBC continues to work with partner organisations across the county on communications, media, information sharing, message development and building capacity as appropriate.
  - The Government's public information campaign has been reflected as appropriate.
  - CBC's intranet has been used to signpost staff to relevant information and resources.
  - Members of CBC's Communications Team attended Essex-wide 'Crisis Comms' training.
- 5.4 EU Settlement Scheme
- CBC has arranged for information and guidance to be available at the Community Hub in Colchester's main library. From 11 November, staff are helping EU nationals who may not have the necessary technology/scanner/IT skills to be assisted to apply online via a CBC secure mobile device. This will complement the proposed introduction of a verification service to be offered by the Registration Service (County Council).
  - CBC has added [Home Office step-by-step videos](#) on how to apply to its website, as suggested by the [LGA Brexit Task Force](#).
  - CBC has also highlighted the scheme to its own employees via internal communications.
- 5.5 Resilience
- A Resilience Officer was appointed in August to cover the substantive postholder's maternity leave to ensure CBC's capacity to prepare and respond was maintained.
  - CBC has continued with partnership working and preparations for a range of outcomes – for example, since August 2018, the [Essex Resilience Forum](#) (the LRF for Essex) has been actively planning to mitigate any disruption that could be caused by EU Exit.
  - CBC took part in Essex-wide teleconferencing calls and information returns as requested and has plans to do so again as required.
  - CBC has considered various operational issues such as fuel and environmental health.
  - 'Longer Term Preparedness' – this day-long event was attended by key organisations across Essex, including CBC officers, to look at potential issues post-Brexit.
  - The [Local government Brexit preparedness](#) web resource is also facilitating advance planning at national, regional and local levels for councils, partners and other agencies. It provides links to current government guidance to aid ongoing Brexit preparations, is organised into areas of responsibility, and is updated and added to regularly.
- 5.6 Businesses
- CBC's Business Enterprise team has worked with businesses to promote the [Best Growth Hub](#)'s resources signposting helplines, guidance and events available on them.
  - [Prepare for Brexit](#) is a new section on CBC's website and is tailored for businesses.
  - Uncertainty around Brexit continues to be a key concern for businesses and their future plans.



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

- 6.1 The Council's existing Equality Impact Assessments are published on its website [here](#). These assessments would be reviewed in the event of legislative or other changes to policies, procedures and practices that have an impact on customers and employees.

## **7. Strategic Plan References**

- 7.1 How the Council governs its business is an underpinning mechanism in the Council's Strategic Plan which sets out the direction and future potential for our borough.

## **8. Consultation**

- 8.1 There are no consultation references at this point.

## **9. Publicity Considerations**

- 9.1 Individuals, organisations and employers can use the [GOV.UK website](#) as a 'one stop shop' for information about EU Exit including the article 50 process, negotiations, and announcements about policy changes as a result of EU Exit. It is the key reference resource, as it is continually updated and anyone can [sign-up for e-mail alerts](#).
- 9.2 Councils across Essex are working together on communications – see section 5.

## **10. Financial implications**

- 10.1 The Government has said that it will assess and, if appropriate, fund any potential new burdens arising on councils as part of EU Exit work they are undertaking.
- 10.2 The Government has also secured the UK's participation in EU Funding programmes ([ESIF](#)) until the end of 2020, and committed to a domestic fund, the UK Shared Prosperity Fund SPF, post 2020. to replace the money that local areas currently receive from the European Union.
- 10.3 As a share of the £40 million [allocated](#) to local authorities to help prepare for Brexit, each district council received £35,000 over two years. The Council has used this funding to support and develop its resilience arrangements. Examples are shown at 5.5 above.

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

- 12.1 The Government and the NHS have been making plans to ensure continued access to [medication](#), along with [operational readiness guidance for the health and social care system in England](#).
- 12.2 Wellbeing can include many factors such as planning, housing, licensing, environmental health protection, health and safety and economic development. Officers are keeping abreast of technical notices and guidance based on a range of potential scenarios.
- 12.3 The [Safer Colchester Partnership](#) consists of the Council, Police, Probation, Health and Fire Services. It works to 'protect, reduce and address' community safety or community cohesion concerns, including anything with the potential to raise any such concerns.

## **13. Risk Management Implications**

- 13.1 The Annual Reviews of Business Continuity and Risk Management have been considered and approved by Governance and Audit and by Cabinet (and full Council in the case of Risk Management). All services within the Council have their own Business Continuity Plan and these have been reviewed during 2019 to ensure they are fit for purpose. The Council also has an Incident Management Plan which covers the entire organisation. These plans would be activated by the Council's senior management team if needed. The Council is taking part in relevant meetings and training.



7 March 2019

Report of	Assistant Director of Corporate Policy	Author	Dan Gascoyne ☎ 282577
Title	Brexit – governance and business continuity		
Wards affected	Not applicable		

## 1. Executive Summary

- 1.1 This report gives an update on the Council's governance and business continuity arrangements for Brexit.
- 1.2 The UK's withdrawal from the European Union creates a number of uncertainties for the Council, our communities and businesses. There are different potential risks depending on the eventual exit arrangements. The Council is continuing to monitor the Government's announcements on the implications of the exit from the EU and to bring them to the attention of decision makers at the appropriate level. This includes the potential implications of a 'no deal' Brexit.
- 1.3 Council officers are in regular contact with Government departments, other local authorities and partner organisations to understand and prepare for Brexit and, where possible, mitigate risks. The Essex Resilience Forum is coordinating preparation and communications in the event of a range of scenarios in terms of civil contingencies. Essex Chief Executives are discussing Brexit planning at the county-wide level. The Council is contributing to information gathering, reports and county-wide planning events.

## 2. Recommended Decision

- 2.1 To note the report's content and overview of the current arrangements.

## 3. Reason for Recommended Decision

- 3.1 To provide an update on the current position.

## 4. Alternative Options

- 4.1 Not applicable.

## **5. Business continuity and local government**

- 5.1 Councils have a key role in continuity planning across concerns which may have an impact on their communities. This sort of contingency planning is normal for councils, who do it every month of every year for issues as diverse as bad weather, major disasters or health crises like a flu pandemic. Brexit is one such area where councils aim to be as prepared as they can be in the light of 'what if' uncertainties.
- 5.2 Across Essex, local authorities and public services are working together and planning for leaving the EU. This includes participating in local resilience forums (LRFs). These are multi-agency partnerships made up of representatives from local public services, including the emergency services, local authorities, the NHS, the Environment Agency and others. The [Essex Resilience Forum](#) (the LRF for Essex) has been planning to mitigate any disruption that may be caused by the EU Exit since August 2018.
- 5.3 The Essex Resilience Forum looks at planning for a range of scenarios with the goal of keeping the county safe and running. Essex Police and our partners in the county are reviewing business continuity plans and engaging with government departments to ensure preparations for a range of outcomes are made.
- 5.4 The Council is also keeping abreast of updates, communications and information sharing from many sources including the Ministry of Housing, Communities and Local Government (MHCLG), the East of England Local Government Association (EELGA), as well as from 'subject-specific' professions and disciplines. The Local Government Association (LGA) represents the "voice of local government during the negotiations regarding the UK's exit from the European Union. We (*the LGA*) use our seat at the table to make sure councils can mitigate the risks and capture the opportunities". Councillor Bentley is Chairman of the [LGA Brexit Task Force](#).
- 5.5 The [Local government Brexit preparedness](#) web resource is also facilitating advance planning at national, regional and local levels for councils, partners and other agencies. It provides links to current government guidance to aid ongoing Brexit preparations, is organised into areas of responsibility, and is updated and added to regularly.

## **6. Business continuity and the Council**

- 6.1 Whatever the issue is, the Council seeks to properly prepare, plan and implement as that is the best way to provide continuity for businesses, residents and employees.
- 6.2 The Council is preparing for a range of outcomes relating to Brexit. This will help us to continue delivering services both on a daily basis and over the longer term. Business continuity planning is key to this, and the Committee has the Council's Annual Review of Business Continuity on the agenda of this meeting.
- 6.3 It is currently difficult to predict what the impact will be due to the continuing uncertainties around Brexit. Some issues are already having implications for resources, for example the amount of information relating to preparation and the number of different scenarios. All district councils will receive £35,000 to help prepare for Brexit; this will be allocated to supporting resources when there is greater clarity around where this is most needed.

6.4 Some of the Brexit issues which are being considered by the Council include:

- **Community cohesion:** the potential impact on community cohesion, especially the impact on service delivery and wider resilience resourcing.
- **Community impact:** see section 12 including health, wellbeing and community safety.
- **Communications:** partnership working and signposting residents, businesses and employers to robust information which is continually updated.
- **Data protection:** the potential for extra measures needing to be put in place.
- **Environment:** immediate environmental consequences post 29 March 2019 are likely to be limited, although this could change over time so potential implications for the Council.
- **EU Funding:** see section 11 re potential new burdens and EU funding programmes.
- **Elections:** Current arrangements, in relation to EU nationals being registered and able to vote for local elections will continue, as will the ability for EU nationals to be able to serve their terms as councillors and stand as candidates in the 2019 local elections. A delay to Article 50 may mean EU elections go ahead in the UK.
- **Planning ahead:** as clarity around the 'actual v potential' of Brexit outcomes develops.
- **Procurement:** in practice, it is anticipated that there will be minimal short/medium term changes as EU procurement measures have already been incorporated into domestic legislation and, given the UK will want to access EU markets, the EU is likely to insist on the continuation of many of the regulatory measures.
- **Regulations and Statutory Instruments:** keeping abreast of these and other legal aspects such as the EU Exit Regulations 2019 and the EU Withdrawal Act.
- **Service delivery:** most EU law that governs local authority services has already been incorporated into domestic law and will continue to apply when the UK leaves the EU, regardless of the form that exit takes. On exit, the UK Parliament would then be able to amend or introduce new legislation that affects local government.
- **Watching brief:** being aware of potential risks and opportunities for the Council,

## 7. Equality, Diversity and Human Rights implications

7.1 The Council's existing Equality Impact Assessments are published on its website [here](#). These would be reviewed in the event of changes to policies, procedures and practices that have an impact on customers and employees.

## 8. Strategic Plan References

8.1 How the Council governs its business is an underpinning mechanism in the Council's Strategic Plan aims to set out the direction and future potential for our borough.

## 9. Consultation

9.1 There are no consultation references at this point.

## **10. Publicity Considerations**

- 10.1 Individuals, organisations and employers can use the [GOV.UK website](#) as a 'one stop shop' for information about EU Exit including the article 50 process, negotiations, and announcements about policy changes as a result of EU Exit. It is the key reference resource, as it is continually updated and anyone can [sign-up for e-mail alerts](#). MHCLG is also launching radio and television advertising to highlight the availability of information on the [GOV.UK website](#) for anyone searching for Brexit updates.
- 10.2 Councils across Essex are working together on communications. This includes Essex County Council's [Brexit and you](#) web resource which has three sections - the Brexit process; residents; businesses and employers – offering a condensed 'snapshot' of key questions with links to relevant websites. Colchester Borough Council has added a 'quick link' to [Brexit and you](#) on the footer on each of its [webpages](#).

## **11. Financial implications**

- 11.1 As a share of the £40 million [allocated](#) to local authorities to help prepare for Brexit, all unitary councils will receive £210,000; combined authorities will receive £182,000; county councils will receive £175,000 each; all district councils will receive £35,000.
- 11.2 The Government has said that it will assess and, if appropriate, fund any potential new burdens arising on councils as part of EU Exit work they are undertaking.
- 11.3 It has also secured the UK's participation in EU Funding programmes ([ESIF](#)) until 2020, and committed to a domestic fund, the UK Shared Prosperity Fund SPF, post 2020. to replace the money that local areas currently receive from the European Union.

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

- 12.1 The Government and the NHS have been making plans to ensure continued access to [medication](#), along with [operational readiness guidance for the health and social care system in England](#).
- 12.2 Wellbeing can include many factors such as planning, housing, licensing, environmental health protection, health and safety and economic development. Officers are keeping abreast of technical notices and guidance based on a range of potential scenarios.
- 12.3 The [Safer Colchester Partnership](#) consists of the Council, Police, Probation, Health and Fire Services. The partnership works to 'protect, reduce and address' community safety concerns and this includes anything that has the potential to raise any such concerns.

## **13. Risk Management Implications**

- 13.1 The Annual Review of Business Continuity is an item on the agenda of this meeting. Every service within the Council has their own Business Continuity Plan. The Council also has an Incident Management Plan which covers the entire organisation. These plans would be activated by the Council's senior management team if needed.
- 13.2 The Council is taking part in relevant meetings and training. Recent examples include attending a Multi-Agency Information Cell (MAIC) Co-ordinator training session and being among 200 participants in Essex Resilience Forum's EU Exit exercise.

<b>Report of</b>	<b>Assistant Director of Policy &amp; Corporate</b>	<b>Author</b>	<b>Hayley McGrath</b> ☎ 508902
<b>Title</b>	<b>2018/19 Year End Review of Risk Management</b>		
<b>Wards affected</b>	Not applicable		

## 1. Executive Summary

- 1.1 This report provides members with an overview of the Council's risk management activity undertaken during the financial year from 01 April 2018 to 31 March 2019.
- 1.2 Effective management of risk is essential to ensuring that the Council's aims and objectives are achieved. The Council has therefore approved a Risk Management Strategy, which is included in the policy framework. This provides a comprehensive risk management process that is embedded across the organisation and includes a strategic risk register (which is the responsibility of the senior management team), operational risk registers which are produced by each service, project risk monitoring and specific risk mitigation initiatives.
- 1.3 The Risk Management strategy and processes are reviewed annually to ensure that they are still appropriate to the Council's needs and continue to be effective in identifying and mitigating risks to its aims and objectives.
- 1.4 Key Messages:
  - The highest level risk on the strategic risk register is the potential impact of the United Kingdom leaving the European Union. This is followed by the difficulty to compete with the private sector in the recruitment (and retention) of staff with key marketable skills.
  - The potential impact of future government decisions to reduce public funding, failure or inappropriate management of a strategic partner and the delivery of the Garden Communities project, are still recognised as significant risks. These are outside of the direct control of the Council, however the impacts of these risks are mitigated as far as possible, and risks and controls identified in section 6 of the register – Assets and Resources – are a reflection of some of the work that is undertaken to ensure that the organisation can respond to these challenges.
  - Risk Management principles continue to be reinforced and embedded in the organisation. The 2017/18 Annual Audit letter, issued by the Council's external auditors, Ernst & Young, in August 2018, did not include any findings of anticipated risks occurring. This is further demonstrated by the repeated 'substantial' assurance rating from the Internal Audit review of the Risk Management function.

## **2. Recommended Decision**

- 2.1 Note the Council's progress and performance in managing risk during the period April 2018 to March 2019.
- 2.2 Consider and comment on the current strategic risk register.
- 2.3 Approve the proposed risk management strategy for 2019/20 and recommend to Full Council that it be included in the Council's Policy Framework.

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

- 3.1 Cabinet has overall ownership of the risk management process and is responsible for endorsing its strategic direction. Therefore, the risk management strategy states that Cabinet should receive an annual report on progress and should formally agree any amendments to the strategy itself.
- 3.2 During the year progress reports are presented to the Governance & Audit Committee, detailing work undertaken and current issues. This report was presented to the Governance & Audit Committee on 30 July 2019, where they approved its referral to this meeting.
- 3.3 The Risk Management Strategy is one of the key corporate governance documents that supports the Constitution of the Council, and forms part of the Policy Framework. Accordingly, any amendments have to be approved by Full Council.

## **4. Alternative Options**

- 4.1 There are no alternative options to consider

## **5. Background Information**

- 5.1 The aim of the Council is to adopt best practice in the identification, evaluation, cost-effective control and monitoring of risks across all processes, to ensure that risks are properly considered and reduced as far as practicable.
- 5.2 In broad terms risks are split into three categories:
  - Strategic – those risks relating to the long term goals of the Council
  - Operational – risks related to the day-to-day operation of each individual service
  - Project – the delivery risks of specific initiatives.
- 5.3 Identified risks, in all three categories, are judged against levels of probability and impact to give them an overall score. This allows the risks to be shown as 'high, medium or low' which enables a prioritised action plan to be set for managing risks. A high score does not mean that a risk has, or will definitely, occur.
- 5.4 In many cases the causes of risks are outside of the Council's control, such as general economic issues. The Council cannot stop these risks from occurring (the probability score) but can put plans in place to mitigate against their effect if they occur (the impact score). Likewise, there are occasions that risks can be reduced with preventative actions but there is not much that can be done to mitigate their effect if they do occur, such as a failure to protect public resources. Therefore, some risks will tend to maintain the same score, regardless of the controls that the Council puts in place.



## **6 Work undertaken during the period**

- 6.1 There were no fundamental changes to the risk management function, or the processes used to identify and control risk, during 2018/19.
- 6.2 An audit of the risk management function was carried out in February 2019. This produced four priority 2 recommendations and two priority 3 recommendations. These related to standardising the operational risk registers, updating training and development of the risk processes within Colchester Commercial Holdings Limited.
- 6.3 A significant proportion of the work undertaken during the year related to the preparations for the United Kingdom's exit from the European Union, especially around the possibility of there being no deal agreed for the exit. This included working with partners across Essex to mitigate the impacts.
- 6.4 Work has continued to develop the insurance and risk programmes for Colchester Commercial (Holdings) Limited, to ensure that emerging commercial risks are appropriately managed.
- 6.5 Support continues to be provided, reviewing the risk elements of event plans, to both the Colchester, and the Community Stadium, Safety Advisory Groups.
- 6.6 The risk registers for the Joint Museum Service and the North Essex Parking Partnership both continue to be produced and reported to the joint committees.

## **7 Strategic Risk Register**

- 7.1 During 2018/19 the strategic risk register was reviewed by the senior management team every quarter and reported to the Governance & Audit Committee every six months. The current register is shown at appendix 1. These risks have been mapped onto a risk chart as shown at appendix 2.
- 7.2 The Corporate Governance Manager reviewed the strategic risks with each member of the Senior Management Team in March 2019, and in June 2019 the Performance Management Board (PMB) comprehensively, and robustly, reviewed the register to ensure that the identified risks were still appropriate, and that individual risk tolerances do not unduly influence the scores.
- 7.3 Several of the risks on the register are scored at the higher end of the scale. This is not an indication that they will definitely occur, rather that the council is cautious about its ability to influence the likelihood or the potential impact. A further review of these risks will be undertaken later in the current year.

## **8. Risk Management Strategy for 2019/20**

- 8.1 The Council's current approach to managing risk was introduced in 2006/07. A requirement within the strategy, and also of the annual audit assessment, is to review the approach each year to ensure that it is still appropriate to the Council's needs.
- 8.2 Therefore a review has been undertaken and the strategy has been updated for 2019/20. The revised strategy is attached at appendix 3. There are no fundamental changes proposed to the risk process, with amendments only to external review comments and the updating of external guidance references.

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

- 9.1 There are no equality, diversity or Human Rights implications as a result of this report.

## **10. Strategic Plan References**

- 10.1 The strategic risk register reflects the objectives of the strategic plan and the actions have been set with due regard to the identified key strategic risks. Therefore, the risk process supports the achievement of the strategic objectives.

## **11. Risk Management Implications**

- 11.1 The failure to adequately identify and manage risks may have an effect on the ability of the Council to achieve its objectives and operate effectively.

## **12. Other Standard References**

- 12.1 There are no particular references to consultation or publicity considerations or financial; community safety or health and safety implications.

## **Appendices**

Appendix 1 – The strategic risk register

Appendix 2 – Strategic risk register score matrix

Appendix 3 – Risk Management Strategy for 2019/20

**Colchester Borough Council – Corporate Strategic Risk Register**  
**July 2019 – September 2019**

1. AMBITION											
Specific Risks		SCORE						Consequences	Actions	Owner	Timing
		Current			Previous						
		P	I	O	P	I	O				
1a	In a period of public sector resource reductions, the ability to have ambition and to deliver on that ambition.	3	2	6				Major changes needed to the town would not be delivered thus affecting the quality of life of its residents and businesses.	Ensure the KPI and SPAP reporting processes are effectively used to inform senior management and politicians about the performance and direction of the organisation.	Assistant Director Policy and Corporate	September 2019
1b	Unrealistic internal and external expectations on the speed of delivery.	3	3	9				Major downturn in public sector resourcing over the next few years will hamper the speed of delivery across the services provided.	Ensure that the organisation has a clear strategy for working effectively with businesses in the borough, to develop the economy.	Strategic Director of Policy and Place	September 2019
1c	The Council is unable to effectively influence changes in the Borough economy.	3	4	12				Poorer external assessments by independent agencies and loss of Council reputation.			
1d	Over reliance on a limited number of people limits ability to deliver our ambition.	3	3	9				The Borough Council loses its status and influencing ability at sub-regional, regional and national levels.	Manage the recruitment and development processes to ensure that the organisation has the appropriate skills and expertise.	Chief Executive	September 2019

2. CUSTOMERS											
Specific Risks		SCORE						Consequences	Actions	Owner	Timing
		Current			Previous						
		P	I	O	P	I	O				
2a	The expectations of our customers, set alongside the financial constraints, will create challenges to service delivery, our channel shift ambitions and the reputation of the authority.	3	4	12				The Authority fails to deliver the standards of service and delivery which our customers expect, especially in relation to self-service and the reliance on technology capabilities.	Monitor the engagement and consultation processes, to ensure customers are able to inform service priorities and delivery, whilst managing their methods of interaction with the organisation. This will be evidenced by reporting the pattern of usage of the routes used by customers and savings achieved.	Strategic Director of Customer and Relationships	September 2019
2b	The expectation remains that the Council will step in to deliver services when other providers either fail or reduce service provision	3	3	9				The Council suffers from a loss of reputation as customers' expectations are not met. There is increased demand on existing services leading to a reduction in standards of delivery.	Ensure that Cabinet set a clear and consistent message about the role of CBC for customers and partners.	Strategic Director of Customer and Relationships	September 2019
2c	Impact of the implementation of Universal Credit in Colchester could lead to additional work for CBC to help customers apply for the new single benefit. There will be a transition period whereby residents move to the new application which could be difficult for some of our more vulnerable customers.	2	3	6				The Council fails to support our most vulnerable residents leading to an increase in crisis intervention.	Regularly monitor the impact of the resources allocated to the welfare reform project, to ensure that customers are supported with signposting to appropriate providers/partners.	Strategic Director of Customer and Relationships	September 2019

3. PEOPLE											
Specific Risks		SCORE						Consequence	Actions	Owner	Timing
		Current			Previous						
		P	I	o	P	I	O				
3a	Unable to compete with the private sector in the recruitment (and retention) of staff with key marketable skills	5	3	15	4	3	12	Decline in service performance  Disengaged and demotivated staff  Efficiency and productivity reduction	Communicate job opportunities and benefits of working at CBC clearly and imaginatively.  Review opportunities to do things differently for key posts including considering the value of trading companies.	Assistant Director Policy and Corporate  Assistant Director Policy and Corporate	September 2019  September 2019
3c	Staff motivation declines with an impact on service delivery, our capacity to make changes and implementation of budget efficiencies	3	4	12				Inability to meet changing requirements and needs  Customer perceptions decline as we deliver less  Loss of key staff	Monitor staff morale and trends using staff surveys and by monitoring the People Dashboard; and ensure good communications with staff, exploiting new technologies such as yammer.  Implement the action plan for the People Strategy; ensuring that performance is regularly monitored.  Regularly report the progress of the learning and development strategy, including financial considerations and business behaviours, and exploring training alternatives.	Assistant Director Policy and Corporate  Assistant Director Policy and Corporate	September 2019  September 2019

3. PEOPLE											
Specific Risks		SCORE						Consequence	Actions	Owner	Timing
		Current			Previous						
		P	I	o	P	I	O				
3e	There is an increase in challenging behaviour from customers, towards officers, when the Council cannot meet the customer's expectations. Alongside partners being unable to provide support or having incorrectly signposted the customer to the Council.	3	3	9				Officers suffer potential mental and physical issues as a result of confrontations.  The ability to assist the customer is reduced.  Service delivery declines	Ensure that the Health & Safety reporting process is used to record instances of violence and aggression, with regular reporting to senior management.  Develop an on-line training tool for staff, for managing difficult situations.  Liaise with partners, such as Police and health, about expectations for vulnerable customers. Both in terms of emergency response to issues and services that the Council can, and cannot, provide.	Strategic Director of Customer and Relationships	September 2019

#### 4. HORIZON SCANNING

Specific Risks		SCORE						Consequence	Actions	Owner	Timing
		Current			Previous						
		P	I	O	P	I	O				
4a	To continuously assess future challenges to ensure Council is fit for future purpose	2	4	8				If not properly managed then either the Council will lose the opportunity to develop further or will have enforced changes to service delivery.  Adverse impact on local residents / resources.  Missed opportunities to boost local economy.  Conflict between Council / Government agendas.  Reduction in levels of service provision and potential withdrawal of services.	Regularly monitor national trends and policy changes, ensure that CBC is represented on specialist network groups.	Strategic Director of Customer and Relationships	September 2019
4b	Not taking or creating opportunities to maximise the efficient delivery of services through shared provision, partnerships or commercial delivery	4	3	12					Identify and maintain skill set required to meet future challenges, maintain partnership relationships	Strategic Director of Policy and Place	September 2019
4c	Failure by the Council to spot / influence at an early stage the direction of Central Government policies / new legislation.	3	3	9					Ensure that responses are considered and provided for consultations. Utilise specialist officer knowledge and ensure CBC representation on relevant working groups.	Assistant Director Policy and Corporate	September 2019
4d	Potential impact of future central government decisions on public funding, including that of our partners e.g. Fair Funding Review, Business Rates Retention	4	4	16					Maintain a constant review of the budget situation, incl impact of decisions from central government. Identify additional actions and areas for spending as necessary.	Chief Operating Officer	September 2019
4e	The UK's withdrawal from the European Union is leading to a number of uncertainties. At the moment it is unclear how this will impact on the Council, our communities and businesses. There are different potential risks depending on the agreed exit arrangements..	5	4	20					Continue to monitor the Government's announcements on the implications of the exit from the EU and to bring them to the attention of decision makers at the appropriate level, including the potential implications of a 'no deal' Brexit.	Strategic Director of Policy and Place	September 2019

5. PARTNERSHIPS											
Specific Risks		SCORE						Consequence	Actions	Owner	Timing
		Current			Previous						
		P	I	O	P	I	O				
5a	Failure or inappropriate performance management of one or more strategic partnerships or key contracts E.g. Haven Gateway, LEP, Health, CBH, Emergency Services	4	4	16				The cost of service delivery is increased however quality decreases.  Failure to deliver key priorities.  Reputational and financial loss by the Authority.  Failure to deliver expected outcomes through partnerships	Set an assessment process for proposed strategic partnerships (to ensure that they will satisfy the Council's objectives) that needs to be signed off by EMT before commitment to new partnerships is made.	Strategic Director of Customer and Relationships & Strategic Director of Policy and Place	September 2019
5b	Change of direction / policy within key partner organisations and they revise input / withdraw from projects.	4	3	12				Requirement to repay external funding granted to partnership – taking on the liabilities of the 'withdrawn' partner.	Set a formal relationship / performance review process to be used by all partnerships and ensure results are reported to senior management. Ensure that Exec Board and Leadership review partnerships on a regular basis. Embed Scrutiny Cttee process for key partnerships including CBH and the Safer Colchester Partnership.	Strategic Director of Customer and Relationships	September 2019
5c	Potential inability to agree shared outcomes/ agendas with partners and the Council's ability to influence partner's performance.	3	4	12				External assessment of the Councils partnerships are critical and score poorly.			
5d	Working across the partners for delivery of the garden communities project encounters delay. The partners - Colchester BC, Tendring DC, Braintree DC, Essex CC and/or the landowners fail to agree objectives and actions	4	4	16				The project fails to deliver its objectives leading to increased costs as there would be delays in local plan progress and loss of reputation, as well as the long term effect on ability to generate investment into the area and meet housing and employment needs.	The North Essex Garden Communities (NEGC) Board allows the Authorities to co-ordinate their actions and resolve issues.	Strategic Director of Policy and Place	September 2019



6. ASSETS & RESOURCES											
Specific Risks		SCORE						Consequence	Actions	Owner	Timing
		Current			Previous						
		P	I	O	P	I	O				
6a	Failure to protect public funds and resources – ineffective probity / monitoring systems	3	4	12				Service delivery failure  Financial and reputational loss by the Authority  Personal liability of Officers and Members.  Legal actions against the Council  Loss of stakeholder confidence in the Borough Inability to sustain costs	Ensure the outcomes of the assurance systems that form the internal control environment, (including Internal Audit, Risk Management, Budget process, Corporate Governance and performance management) are appropriately reported so that issues and concerns are managed, and variances are spotted at an early stage.	Chief Operating Officer	September 2019
6b	Risk that Asset Management is not fully linked to strategic priorities and not supported by appropriate resources	3	4	12				Failure to deliver a balanced budget as planned.	Review the budget monitoring process to ensure it reflects the structure and co-ordinates finances across the whole Council not just individual service areas.	Chief Operating Officer	September 2019
								A need to use balances / reserves or to adapt financial plans to deal with impact of changes.			
								Required to use Reserves & Resources to fund capital priorities  Severe impact on cash-flow leading to negative effect on performance targets	Ensure the continued development of the Revolving Investment Fund (RIF) and ensure that assets are used to their full commercial potential.	Strategic Director Policy and Place	September 2019

Continued.

6. ASSETS & RESOURCES												
Specific Risks		SCORE						Consequence		Actions	Owner	Timing
6c	Inability to deliver the budget strategy as planned.	3	4	12					Ensure effective use of the controls built into the annual budget strategy, to enable the organisation to respond quickly to changes. Include sensitivity analysis to consider the impact of potential changes to external funding/ income streams and the capacity of the organisation to deliver services. Consider income risks as part of budget strategy / budget plans.	Chief Operating Officer	Annual exercise. Council approves budget in Feb annually	
6d	Failure to set aside sufficient capital funds for strategic priorities	3	4	12					Monitor the review processes for the medium term financial outlook, capital programme and HRA business plan processes, to ensure they are kept up to date and realistic.	Chief Operating Officer	September 2019	
6e	Significant reliance on our ICT presents challenges in maintaining customer service in the event of service interruptions.	2	5	10					Ensure that the IT Disaster Recovery plan, and service plans, adequately reflect the organisation's requirements and provide an effective framework for maintaining service provision. Regularly review the IT development strategy to ensure it continues to support the organisations ambitions.	Assistant Director Policy and Corporate	September 2019	

6. ASSETS & RESOURCES										
Specific Risks		SCORE					Consequence		Actions	
6f	Increasing demands around information security and data protection create a risk in the event that security and/or data breaches occur.	2	5	10					Review the IT security policies to ensure that they are fit for purpose and implement a training program for all staff.	Assistant Director Policy and Corporate September 2019

SCORE DEFINITIONS	1 Very Low	2 Low	3 Medium	4 High	5 Very High
Impact	Insignificant effect on delivery of services or achievement of Strategic Vision & Corporate Objectives.	Minor interruption to service delivery or minimal effect on Corporate Objectives.	Moderate interruption to overall service delivery/effect on Corporate Objectives or failure of an individual service.	Major interruption to overall service delivery or severe effect on Corporate Objectives.	Inability to provide services or failure to meet Corporate Objectives
Probability	10% May happen – unlikely	10 -25% Possible	26 – 50% Could easily happen	51 – 75% Very likely to happen	Over 75% Consider as certain

### Risks Removed

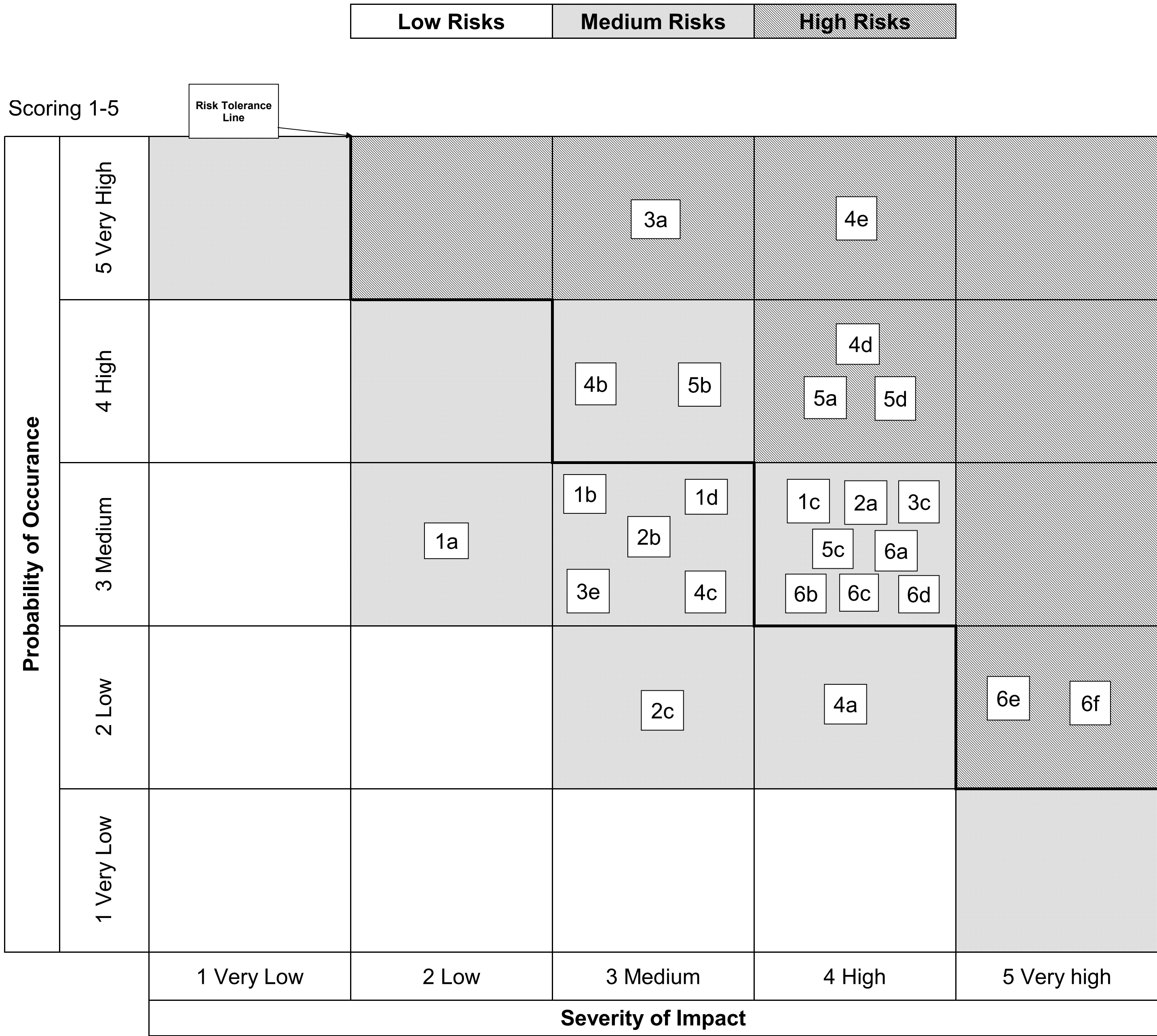
1e The resource implications, including ICT, staffing and financial, of the UCC FSR are greater than anticipated. Removed July 15.

1f The organisation fails to recognise the tensions between aspirations and statutory functions. Removed October 17

3b Failure to sustain adequate resource to support training and development because of the financial situation. Removed July 15.

3d Failure to provide effective and visible political and managerial leadership. Removed July 15

RISK MATRIX  
Jul - Sep 2019



Removed Risks

- 1e The resource implications, including ICT, staffing and financial, of the UCC FSR are greater than anticipated. Re
- 1f The organisation fails to recognise the tensions between aspirations and statutory functions. Removed October
- 3b Failure to sustain adequate resource to support training and development because of the financial situation. Re

# DRAFT Risk Management Strategy 2019/20

**A guide to the Council's approach to managing risk. Draft for committee approval.**

## **RISK MANAGEMENT STRATEGY**

*This document outlines the Council's commitment to managing risk in an effective and appropriate manner. It is intended to be used as the framework for delivery of the Risk Management function and provides guidance to ensure management of risk is a routine process for all services.*

### **INTRODUCTION**

Strategy will ensure that:

1. The management of risk contributes towards ensuring effective service delivery and the achievement of the Council's strategic objectives.
2. Members and the Senior Management Team own, lead and support on risk management.
3. Ownership and accountability are clearly assigned for the management of risks throughout the Council.
4. There is a commitment to embedding risk management into the Council's culture and organisational processes, at all levels, including strategic, programme, project and operational
5. All members and officers acknowledge and understand the importance of risk management as a good governance process, by which key risks and opportunities are identified, evaluated and managed.
6. Effective monitoring and reporting mechanisms are in place to continuously review the Council's exposure to, and management of, risks and opportunities.
7. Best practice systems for managing risk are used throughout the Council, including mechanisms for monitoring and reviewing effectiveness against agreed standards and targets.
8. Accountability to stakeholders is fully demonstrated through periodic progress reports and an annual statement on the effectiveness of and the added value (benefits) from the Council's risk management strategy, framework and processes.
9. Where possible the Council's approach is regularly assessed by an external, independent body against other public sector organisations, national standards and Best Practice.
10. The Risk Management Strategy is reviewed and updated annually in line with the Council's developing needs and requirements.

**Endorsement by Adrian Pritchard, Chief Executive**

*“Colchester Borough Council is committed to ensuring that risks to the effective delivery of its services and achievement of its overall objectives are properly and adequately controlled. It is recognised that effective management of risk will enable the Council to maximise its opportunities and enhance the value of services it provides to the community. Colchester Borough Council expects all officers and members to have due regard for risk when carrying out their duties.”*

A handwritten signature in black ink that reads "A. R. Pritchard." The signature is fluid and cursive, with a long, sweeping underline that extends to the right.**WHAT IS RISK MANAGEMENT**

Risk Management is the control of business risks in a manner consistent with the principles of economy, efficiency and effectiveness. It is an essential performance management process to ensure that both the long and short term objectives of the Council are achieved and that opportunities are fully maximised.

Risk Management is not about eliminating risk, as this would limit the ability of the organisation to develop and deliver its ambitions. Its purpose is to recognise the issues that could effect the achievement of objectives and develop actions to control, or reduce, those risks. Acknowledgement of potential problems and preparing for them is an essential element to successfully delivering any service or project. Good management of risk will enable the Council to rapidly respond to change and develop innovative responses to challenges and opportunities.

The ‘Delivering Good Governance in Local Government’ 2016 framework, jointly issued by The Chartered Institute of Public Finance & Accountancy and the Society of Local Authority Chief states that there are seven core principles of good governance including ‘Managing risks and performance through robust internal control and strong public financial management’. The document goes on to state ‘Local government needs to ensure that the organisations and governance structures that it oversees have implemented, and can sustain, an effective performance management system that facilitates effective and efficient delivery of planned services. Risk management and internal control are important and integral parts of a performance management system and are crucial to the achievement of outcomes. Risk should be considered and addressed as part of all decision making activities.’

## **BACKGROUND**

A process for managing risks was first adopted by the Council in 2003 and since then has been developed to ensure that it continues to be an effective management system. This strategy defines Colchester Borough Council's definition of risk and the processes to be followed.

In broad terms risks are split into three categories:

- Strategic – those risks relating to the long term goals of the Council.
- Operational – risks related to the day-to-day operation of each individual service.
- Project – consideration of the risks occurring as a result of the Council's involvement in specific initiatives.

The following are some of the practical ways that risks are managed and how effectiveness is measured:

- Provision of a comprehensive strategic register, that is regularly reviewed.
- Provision of operational risk registers for all service areas.
- Consideration of risk in Committee reports.
- Development of a comprehensive risk register for the project management programme and consideration of risk as a project management tool.
- Successful internal and external assessment.
- Provision of advice to other authorities regarding our management of risk.

This has led to a practical and workable approach to managing risk, which has resulted in the Council becoming more risk aware and actually taking more risks, as demonstrated by the comprehensive project risk register. Colchester is also highly regarded for managing risk by both our insurers and other authorities.

The 2018/19 internal audit of risk management gave a substantial assurance opinion. Six recommendations were raised during the audit relating to embedding the risk management process in Colchester Commercial Holdings Company Ltd, development of e-learning and reporting of operational risk registers.



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## OWNERSHIP

The responsibility to manage risk rests with every member and officer of the Council however it is essential that there is a clearly defined structure for the co-ordination and review of risk information and ownership of the process.

Appendix 3 is from the CIPFA/SOLACE risk management guide, Chance or Choice. It is a generic map of responsibility for each part of the risk management process.

The following defines the responsibility for the risk management process at Colchester:

**Cabinet** – Overall ownership of the risk management process and endorsement of the strategic direction of risk management.

**Portfolio Holder for Business and Resources** – Lead Member for the risk management process

**Governance and Audit Committee** – Responsible for reviewing the effectiveness of the risk management process and reporting critical items to Cabinet as necessary.

**Performance Management Board (PMB)** – Ownership of the strategic risks and overview of the operational risks. Actively support the Risk Management Strategy and framework.

**Chief Operating Officer** – Lead officer for the risk management process, demonstrating commitment to manage risk.

**Assistant Director Policy & Corporate** – Responsible for co-ordination of the risk management process, co-ordinating and preparing reports and providing advice and support.

**All Assistant Directors** – Ownership, control and reporting of their service's operational risks. Contribute to the development of a risk management culture in their teams.

**All Employees** – To understand and to take ownership of the need to identify, assess, and help manage risk in their individual areas of responsibility. Bringing to the management's attention at the earliest opportunity details of any emerging risks that may adversely impact on service delivery.

**Internal Audit, External Audit and other Review Bodies** – Annual review and report on the Council's arrangements for managing risk throughout the Council, having regard to statutory requirements and best practice. Assurance on the effectiveness of risk management and the control environment.

## AIMS & OBJECTIVES

**The aim** of the Council is to adopt best practices in the identification, evaluation, cost-effective control and monitoring of risks across all processes to ensure that risks are properly considered and reduced as far as practicable.

**The risk management objectives** of Colchester Borough Council are to:

- Integrate risk management into the culture of the Council
- Ensure that there are strong and identifiable links between managing risk and all other management and performance processes.
- Manage risk in accordance with best practice
- Anticipate and respond to changing social, environmental and legislative requirements
- Prevent injury, damage and losses and reduce the cost of risk
- Raise awareness of the need for risk management by all those connected with the Council's delivery of services.
- Ensure that opportunities are properly maximised through the control of risk.
- Reduce duplication between services in managing overlapping risks and promote 'best practise'.

## STRATEGIC RISK MANAGEMENT

Strategic risks are essentially those that threaten the long term goals of the Council and therefore are mainly based around meeting the objectives of the Strategic Plan. They may also represent developing issues that have the potential to fundamentally effect service provision, such as proposals to dramatically change the corporate assessment process.

Strategic risks will be controlled using a register that will detail the risks and associated controls. The register will be owned by the Senior Management Team, with ownership for risks being assigned to individual officers, and will be reviewed every quarter. The strategic risks will be reported to the Governance & Audit Committee at least twice a year.

## **OPERATIONAL RISK MANAGEMENT**

Operational risks are those that threaten the routine service delivery of the Council. Each service area will have their own operational risk register that details the risks associated with providing the service. These registers will be reported, in summary format, to the Senior Management Team and committee on an annual basis. High risks and the success in controlling them will be reported to Senior Management Team on a quarterly basis, as these will help in the formulation of the strategic risk register.

## **LINKS**

It is essential that risk management does not operate in isolation to other management processes. To fully embed a risk management culture it has to be demonstrated that risk is considered and influences all decisions that the Council makes. It is essential that there is a defined link between the results of managing risk and the following:

- The Strategic Plan
- Service Plans
- Revenue and Capital Budgets
- Annual Internal Audit Plan

## **ACTION REQUIRED**

The following actions will be implemented to achieve the objectives set out above:

- Considering risk management as part of the Council's strategic planning and corporate governance arrangements.
- Ensuring that the responsibility for risk management is clearly and appropriately allocated
- Maintaining documented procedures for managing risk
- Maintaining a corporate approach to identify and prioritise key services and key risks across the Council and assess risks on key projects.
- Maintain a corporate mechanism to evaluate these key risks and determine if they are being adequately managed and financed.
- Establish a procedure for ensuring that there is a cohesive approach to linking the risks to other management processes
- Including risk management considerations in all committee reports
- Providing risk management awareness training to both members and officers.
- Developing risk management performance indicators.
- Establishing a reporting system which will provide assurance on how well the Council is managing its key risks and ensures that the appropriate Members and officers are fully briefed on risk issues.
- Preparing contingency plans in areas where there is a potential for an occurrence to have a significant effect on the Council and its business capability.
- Regularly reviewing the risk process to ensure that it complies with current national Governance Standards and Best Practice.
- Developing risk management links with key partners and contractors, to ensure that principles are adopted in all areas of service delivery.

## REVIEW

To ensure that the risk management process is effective it will need to be measured and reported to P.M.B., Governance & Audit Committee and Cabinet. As well as a structured reporting process of risks and controls during the year there will need to be an annual review demonstrating the success of the following:

- The inclusion of risk management principles within Service Plans and budgets.
- The development of the Internal Audit plan based on the risk issues.
- Achievement against identified performance indicators.
- Members consistently ensuring managing risk is considered as part of the decision making processes within the Council.
- Service managers making recommendations that regard risk as an opportunity as well as a threat.
- Risk management principles being considered in service reviews, for example in areas such as options for change and service improvements.
- Changes in risk being independently identified and assessed by Service Managers
- Compliance with the use of resources criteria and self assessment requirements.

Suitable opportunities to benchmark the risk management service against other organisations should also be explored, to ensure that it is effective and the work carried out by the Council conforms to best practise.

The three appendices attached give greater detail of key areas:

Appendix 1 – Outline of the risk management process

Appendix 2 – Details of how Risk Management will be reported.

Appendix 3 – CIPFA guidance on Risk Management Responsibilities

## **APPENDIX 1**

### **The Risk Management Process**

Risk Management is a continual process of identifying risks, evaluating their potential consequences and determining the most effective methods of controlling them and / or responding to them. The risks faced by the Council are constantly changing and the continual process of monitoring risks should ensure that we can respond to the new challenges. This process is referred to as the risk management cycle.

#### **Stage 1 – Risk Identification**

Identifying and understanding the hazards and risks facing the council is crucial if informed decisions are to be made about policies or service delivery methods. There is detailed guidance available on how to identify risks which includes team sessions and individual knowledge. Once identified a risk should be reported to the relevant Assistant Director who will consider its inclusion on the relevant risk register. If the risk is identified in between register reviews then it is reported to the Risk & Resilience Manager for information and the Head of Service is responsible for managing the risk.

#### **Stage 2 – Risk Analysis**

Once risks have been identified they need to be systematically and accurately assessed. If a risk is seen to be unacceptable, then steps need to be taken to control or respond to it.

#### **Stage 3 – Risk Control**

Risk control is the process of taking action to minimise the likelihood of the risk event occurring and / or reducing the severity of the consequences should it occur.

#### **Stage 4 – Risk Monitoring**

The risk management process does not finish with the risk control procedures in place. Their effectiveness in controlling risk must be monitored and reviewed. It is also important to assess whether the nature of the risk has changed over time.

## APPENDIX 2

### Reporting

No matter how good the process to identify and control risks is, it will not be effective unless the information gained from it is reported and used to influence other management issues / processes. Therefore, it is essential that there is a defined process and timetable for reporting the results of the risk management process to both members and officers.

#### Types of Report

- The strategic risk register is reviewed a minimum of twice yearly by P.M.B., with interim reports quarterly as required.
- Six monthly review of the operational risk registers and a summary report of these reviews to P.M.B.
- Project risks are reported through the project management process and reported to the project management board. Significant issues will also be included in the reporting process to P.M.B.
- A six monthly report is provided to Committee (Governance and Audit) detailing the current strategic and high level operational risks and the progress made in controlling them.
- An annual report reviewing Risk Management activity and an action plan for the coming year – taking into account changes in methodology and results of internal and external reviews. Going to P.M.B., Governance & Audit and Cabinet.
- Ad-hoc reports need to be provided to P.M.B. when new, significant risk issues arise.

The reports can be summarised as follows:

	Services	P.M.B.	Governance & Audit	Cabinet
<b>Quarterly</b>		Review of strategic risk register		
<b>6 Monthly</b>	Review of operational risk register	Summary of operational review from services	Progress report of strategic & high level operational risks	
<b>Yearly</b>		Scrutiny of annual progress report to cttee on R.M.	Endorsement of annual progress report on R.M.	Summary of past years work on R.M.

## Appendix 3

### Risk Management Responsibilities – CIPFA / SOLACE Guidance

	Framework, Strategy and Process	Identifying risk	Analysing Risk	Profiling risk	Prioritising action based on risk appetite	Determining action on risk	Controlling risk	Monitoring & Reporting	Reporting to external stakeholders.
<b>Members</b>	Agreeing the Framework, Strategy and Process Determined by Officers	Identifying risk	Analysing Risk	Profiling Risk	Determining the risk appetite and prioritising risk.  Agreeing the priorities determined by officers			Reviewing the effectiveness of the risk management process.	Reporting to external stakeholders on the framework, strategy, process and effectiveness .
<b>Risk Management Team</b>	Providing advice And support to the executive Management Team and Members	Providing advice and support.	Providing Advice and support	Providing advice and support	Providing advice and support			Co-ordinating the results for reporting to the corporate management team and members	
<b>Senior Management Team</b>	Determining the framework, Strategy and Process	Identifying strategic and cross-cutting issues	Analysing Strategic and cross-cutting issues.	Profiling strategic and cross-cutting issues.	Determining the risk appetite and prioritising strategic and cross-cutting issues	Determining action on strategic and cross-cutting issues.  Delegating responsibility for control.		Monitoring progress on managing strategic and cross-cutting risks and reviewing the implementation of the risk management framework, strategy and process.  Reporting to members.	Reporting to external stakeholders on the framework, strategy, process and effectiveness.
<b>Assistant Director Policy &amp; Corporate</b>	Providing Advice and Support	Providing advice and support	Providing advice and support	Providing advice and support	Providing advice and support	Providing advice and support	Providing advice and support	Co-ordinating the results for reporting to the executive management team and members	Preparing draft reports for the corporate management team and members to issue.
<b>Service Managers / G.M.T's</b>		Identifying service Risks	Analysing Service risks.	Profiling service risks.	Prioritising action on service risks.	Determining action on service risks.  Delegating responsibility for control.		Monitoring progress on managing service risks.  Reporting to the group management team	
<b>Employees, contractors And partners</b>		Maintaining awareness of risks and feeding these into the formal process.	Maintaining awareness impact of risks and feeding information into the processes				Controlling risk in their jobs.	Monitoring progress on Managing job related risks  Reporting to the service manager.	





<b>Report of</b>	<b>Assistant Director – Policy &amp; Corporate</b>	<b>Author</b>	<b>Paul Cook</b> ☎ 505861
<b>Title</b>	<b>Capital Monitor report, April 2019 – September 2019</b>		
<b>Wards affected</b>	Not applicable		

## 1 Action required

- 1.1 To review progress on the 2019/20 capital programme.

## 2 Reason for Scrutiny

- 2.1 To ensure that:
- spending on projects is within agreed budgets
  - projects are delivered to the required level to support service delivery objectives
  - the Council maximises its available capital resources, supporting the Council's Treasury Management Strategy and associated statutory requirements.
  - Members have assurance that the key risks associated with the capital programme are being managed to ensure efficient and effective delivery of the programme.
- 2.2 This report also gives the Panel the opportunity to hold Service Managers and Portfolio Holders accountable for their budgets and project delivery.

## 3 Background

- 3.1 The capital programme covers General Fund services; the Housing Investment Programme, and Revolving Investment Fund (RIF) projects.
- 3.2 The capital programme for 2020/21 will be set as part of the budget process.
- 3.3 The capital programme now totals £111m. Of this, £63m is expected to be spent in 2019/20.
- 3.4 New schemes have been added to the programme in Quarter 2 totalling £412k. These are shown in the table below.

Additional schemes (£'000)	
160	Heritage Lighting – revenue funded
160	Town Hall Boiler – transferred from Building Maintenance Programme
75	New pavilions for Archery and Cricket – Section 106 funded
17	Projector for Castle Museum – revenue funded
<b>412</b>	

- 3.5 The table below provides a revised forecast of the capital programme by service area: At the end of Quarter 2 expenditure totals £18m, which is 29% of the forecast for the year. At the same time last year, the programme was only 19% spent, though this was on a much smaller forecast of £44m.

The completed scheme to convert the former Garrison Gymnasium has overspent by £13k. This overspend will be referred to a future meeting of Cabinet for consideration.

SUMMARY	Total Programme £'000	Accrued spend to Q2 £'000	Forecast 2019/20 £'000	Spend against forecast %	Forecast 2020/21 £'000	Forecast 2021/22 £'000	Forecast 2022/23 £'000	(Surplus) / Shortfall £'000
Communities	11,026	1,460	7,846	19%	1,827	1,353	0	0
Environment	4,107	2,390	3,015	79%	1,092	0	0	0
Policy & Corporate	43,832	2,703	10,180	27%	32,685	547	420	0
Revolving Investment Fund (RIF)	29,490	7,518	22,996	33%	6,494	0	0	0
Completed Schemes	246	165	260	63%	0	0	0	13
Capitalised Maintenance Schemes	160	0	160	0%	0	0	0	0
<b>Total (General Fund)</b>	<b>88,861</b>	<b>14,236</b>	<b>44,457</b>	<b>32%</b>	<b>42,098</b>	<b>1,900</b>	<b>420</b>	<b>13</b>
Housing Revenue Account	22,368	4,072	18,868	22%	3,500	0	0	0
<b>Total Capital Programme</b>	<b>111,229</b>	<b>18,308</b>	<b>63,325</b>	<b>29%</b>	<b>45,598</b>	<b>1,900</b>	<b>420</b>	<b>13</b>

## 4 Strategic Plan references

4.1 The Council's Capital Programme is aligned to the Strategic Plan.

## 5 Financial implications

5.1 Within the details of this report.

## 6 Risk management implications

6.1 Risk management issues are considered as part of individual capital projects. Currently the key risk within the capital programme as reported relates to the finalisation of funding arrangements to enable key schemes primarily within the RIF to progress. Relevant officers are endeavouring to formalise funding arrangements where necessary. The position is being continuously monitored.

## 7 Other standard references

7.1 Having considered consultation, publicity, equality, diversity and human rights, community safety, and health and safety implications, there are none that are significant to the matters in this report.

## 8 Appendices

8.1 Scheme Status Appendix

## Background papers

None

## Scheme Status Appendix

COMMUNITIES	Total Programme £'000	Accrued spend to Q2 £'000	Forecast 2019/20 £'000	Spend against forecast %	Forecast 2020/21 £'000	Forecast 2021/22 £'000	Forecast 2022/23 £'000	(Surplus) / Shortfall £'000	RAG Status	
									Previous	Current
Tiptree P C - Store & WCs S106	89	0	89	0%	0	0	0	0	G	G
St Luke's Church Hall Tiptree	42	0	42	0%	0	0	0	0	G	G
Collingwood Road Scout Hut	70	47	70	67%	0	0	0	0	G	G
Heritage Lighting	306	1	306	0%	0	0	0	0	G	G
Projector - Castle Museum	17	17	17	100%	0	0	0	0	-	G
Stanway Community Centre	118	17	118	14%	0	0	0	0	G	G
Mercury Theatre Redevelopment Phase 2	6,631	940	5,881	16%	750	0	0	0	G	G
Cemetery Extension	39	0	39	0%	0	0	0	0	G	G
Cemetery Exterior Lighting	20	0	0	N/A	20	0	0	0	G	G
Mandatory Disabled Facilities Grants	3,459	397	1,222	32%	957	1,280	0	0	A	A
Private Sector Renewals - Loans and Grants	235	41	62	66%	100	73	0	0	G	G
<b>TOTAL - Communities</b>	<b>11,026</b>	<b>1,460</b>	<b>7,846</b>	<b>19%</b>	<b>1,827</b>	<b>1,353</b>	<b>0</b>	<b>0</b>		

**Comments on Mandatory Disabled Facilities Grants:**

The Disabled Facilities Grant is a mandatory grant to pay for adaptations to enable disabled people to remain living at home with increased independence.

The Healthy Homes Team has now recruited in to the vacant F/T Support Officer post and they are due to start on 14/10/19. Agreement has also been sought to increase capacity in the team to accommodate for future demand around increased number of grants and the transition to a Civica Replacement System. This transition to a new system is estimated to equate to a F/T member of staff for a period of 3 months working on this. A 6-month P/T Support Officer role appointment in the same round of interviews is due to start on 28/10/19.

There have been a total of 44 grants paid at the end of Quarter 2, totalling £322,283.60. There are 38 grants approved with a total commitment standing at £358,710.27 at the end of Quarter 2.

There was a total of 62 DFGs completed in 2018/19, compared to 80 in 2017/18. In 19/20. If the majority of committed applications are completed and paid in year, combined with in house staffing costs expenditure should be circa. £700k, however, new grant applications are being received each week.

The Healthy Homes Team has started to work with the Business Improvement Team to reduce grant and loan processing time by finding efficiencies, and also to review and update the Financial Assistance Policy. This work will also support the transfer of an optimised process in to the Civica Replacement System, ensuring an inefficient process is not replicated in a new system. We are also identifying ways to improve efficiency with regards to transferring to a digital applications form system, offered by Ferret Information Systems. This will reduce the need for physical paperwork when administering grant applications.

**Comments on Mercury Theatre:**

Work is progressing well on site and the Mercury decant plan is now operational and fundraising continues.

ENVIRONMENT	Total Programme £'000	Accrued spend to Q2 £'000	Forecast 2019/20 £'000	Spend against forecast %	Forecast 2020/21 £'000	Forecast 2021/22 £'000	Forecast 2022/23 £'000	(Surplus) / Shortfall £'000	RAG Status	
									Previous	Current
Shrub End Depot	1,041	24	100	24%	941	0	0	0	A	A
Waste Fleet Vehicles	2,816	2,362	2,665	89%	151	0	0	0	G	G
Wivenhoe Adult Gym	16	0	16	0%	0	0	0	0	G	G
Castle Park Cricket Pavilion Extension S106	125	0	125	0%	0	0	0	0	G	G
Mile End Sports Ground	2	0	2	0%	0	0	0	0	G	G
Highwoods Country Park - Visitor Centre Improvements	25	0	25	0%	0	0	0	0	G	G
Local Authority Carbon Management (LACM)	82	4	82	5%	0	0	0	0	-	G
<b>TOTAL - Environment</b>	<b>4,107</b>	<b>2,390</b>	<b>3,015</b>	<b>79%</b>	<b>1,092</b>	<b>0</b>	<b>0</b>	<b>0</b>		

**Comments on Shrub End Depot:**

There has been some time taken to get new management up to speed on the project. During this time careful consideration is being taken on the impact of any changes; this has included consultation with a Waste and Transfer Station specialist. An initial conversation has also been had with a workspace specialist. Draft master plans will start to be drawn up shortly.

POLICY & CORPORATE	Total Programme £'000	Accrued spend to Q2 £'000	Forecast 2019/20 £'000	Spend against forecast %	Forecast 2020/21 £'000	Forecast 2021/22 £'000	Forecast 2022/23 £'000	(Surplus) / Shortfall £'000	RAG Status	
									Previous	Current
Assistance to Registered Housing Providers	36	0	36	0%	0	0	0	0	G	G
Grants to Registered Providers (1-4-1 RTB Receipts Funded)	671	112	225	50%	446	0	0	0	G	G
Purchase of properties for temporary accommodation	54	1	54	2%	0	0	0	0	G	G
Lending to new Council Housing Company	28,800	400	1,000	40%	27,800	0	0	0	A	G
Equity Investment in CCHL	7,300	1,500	7,000	21%	300	0	0	0	G	G
Equity Investment in CAEL	80	80	80	100%	0	0	0	0	G	G
Facility Loan to CAEL	2,520	600	1,100	55%	500	500	420	0	A	G
District Heating Project North	0	-28	0	N/A	0	0	0	0	G	G
Colchester Northern Gateway Heat Network	4,089	0	500	0%	3,589	0	0	0	G	G
Walls - new merged scheme	110	13	13	100%	50	47	0	0	G	G
CCTV Monitoring	87	25	87	29%	0	0	0	0	G	G
LWC - Aqua Springs Refurbishment	85	0	85	0%	0	0	0	0	G	G
<b>TOTAL - Policy &amp; Corporate</b>	<b>43,832</b>	<b>2,703</b>	<b>10,180</b>	<b>27%</b>	<b>32,685</b>	<b>547</b>	<b>420</b>	<b>0</b>		

REVOLVING INVESTMENT FUND	Total Programme £'000	Accrued spend to Q2 £'000	Forecast 2019/20 £'000	Spend against forecast %	Forecast 2020/21 £'000	Forecast 2021/22 £'000	Forecast 2022/23 £'000	(Surplus) / Shortfall £'000	RAG Status	
									Previous	Current
Northern Gateway North	61	5	61	8%	0	0	0	0	G	G
CNGN - Mile End Cricket	59	4	59	7%	0	0	0	0	G	G
CNGN - Sports Hub	21,960	6,703	20,259	33%	1,701	0	0	0	A	A
Northern Gateway South	30	37	30	123%	0	0	0	0	G	G
CNGS - Detailed Planning	214	181	214	85%	0	0	0	0	G	G
CNGS - Boulevard	3,250	170	500	34%	2,750	0	0	0	G	G
Town Centre	2,185	105	500	21%	1,685	0	0	0	A	A
Jacks - St Nicholas St	644	203	644	32%	0	0	0	0	G	G
St Nicholas Square & Balcerne Gardens	26	2	26	8%	0	0	0	0	G	G
Sheepen Road Phase 2	85	53	85	62%	0	0	0	0	G	G
St Botolphs Public Realm	118	1	10	10%	108	0	0	0	G	G
East Colchester Enabling Fund	141	0	141	0%	0	0	0	0	G	G
Moorings Utility Works	75	3	75	4%	0	0	0	0	-	G
Breakers Park	69	0	69	0%	0	0	0	0	G	G
Digital Strategy - feasibility	160	51	160	32%	0	0	0	0	G	G
Sport & Leisure Asset Review	120	0	120	0%	0	0	0	0	G	G
Grow-on - former Queen St Bus Depot	31	0	31	0%	0	0	0	0	G	G
Broad Lane Sports Ground Wivenhoe	12	0	12	0%	0	0	0	0	G	G
Pre development/feasibility funds	250	0	0	N/A	250	0	0	0	G	G
<b>TOTAL - RIF</b>	<b>29,490</b>	<b>7,518</b>	<b>22,996</b>	<b>33%</b>	<b>6,494</b>	<b>0</b>	<b>0</b>	<b>0</b>		

**Comments on Sports Hub:**

Main contractor on site and work is well underway with target completion of May 2020. Work ongoing with funders to meet funding criteria and with end users of the completed facility.

**Comments on Town Centre:**

The programme will be delivered but some spend in 2020/21.

<b>COMPLETED SCHEMES</b>	<b>Total Programme £'000</b>	<b>Accrued spend to Q2 £'000</b>	<b>Forecast 2019/20 £'000</b>	<b>Spend against forecast %</b>	<b>Forecast 2020/21 £'000</b>	<b>Forecast 2021/22 £'000</b>	<b>Forecast 2022/23 £'000</b>	<b>(Surplus) / Shortfall £'000</b>
Creative Business Centre	1	0	1	0%	0	0	0	0
LWC - Health & Fitness Extension	0	0	0	N/A	0	0	0	0
Oak Tree Community Centre Roof	20	0	20	0%	0	0	0	0
Lion Walk Activity Centre	1	0	1	0%	0	0	0	0
Garrison Gym Rebuild	-4	10	10	100%	0	0	0	13
Old Heath Recreation Ground Improvements	30	0	30	0%	0	0	0	0
Relocation of Museum Resource Centre	2	0	2	0%	0	0	0	0
Replacement of Cremators	5	0	5	0%	0	0	0	0
St Johns Car Park	8	0	8	0%	0	0	0	0
Castle Park Improvements	183	155	183	85%	0	0	0	0
<b>TOTAL - Completed Schemes</b>	<b>246</b>	<b>165</b>	<b>260</b>	<b>63%</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>13</b>

<b>CAPITALISED MAINTENANCE</b>	<b>Total Programme £'000</b>	<b>Accrued spend to Q2 £'000</b>	<b>Forecast 2019/20 £'000</b>	<b>Spend against forecast %</b>	<b>Forecast 2020/21 £'000</b>	<b>Forecast 2021/22 £'000</b>	<b>Forecast 2022/23 £'000</b>	<b>(Surplus) / Shortfall £'000</b>	<b>RAG Status</b>	
									<b>Previous</b>	<b>Current</b>
Town Hall - Boilers	160	0	160	0%	0	0	0	0	-	G
<b>TOTAL - Capitalised Maintenance</b>	<b>160</b>	<b>0</b>	<b>160</b>	<b>0%</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		

HOUSING REVENUE ACCOUNT	Total Programme £'000	Accrued spend to Q2 £'000	Forecast 2019/20 £'000	Spend against forecast %	Forecast 2020/21 £'000	Forecast 2021/22 £'000	Forecast 2022/23 £'000	(Surplus) / Shortfall £'000	RAG Status	
									Previous	Current
Housing Improvement Programme	8,663	1,360	8,663	16%	0	0	0	0	G	G
Adaptations to Housing Stock	722	265	722	37%	0	0	0	0	G	G
Sheltered Accommodation	300	26	300	9%	0	0	0	0	G	G
Housing ICT Development	617	0	617	0%	0	0	0	0	G	G
Council House New Build	759	100	759	13%	0	0	0	0	G	A
Purchase of properties - HRA	7,400	2,195	7,400	30%	0	0	0	0	G	G
New Build on Garage Sites	3,907	126	407	31%	3,500	0	0	0	A	A
<b>TOTAL - Housing Revenue Account</b>	<b>22,368</b>	<b>4,072</b>	<b>18,868</b>	<b>22%</b>	<b>3,500</b>	<b>0</b>	<b>0</b>	<b>0</b>		

**Comments on Council House New Build:**

Airspace and Military Road projects will carry costs over into next financial year, Military due to commence works in April/May 2020.

**Comments on New Build on Garage Sites:**

3 of 5 sites will have planning applications submitted in October. Construction now scheduled for May/June 2020 so will be carried forward.

**Status Key**

Status	Definition	Action
Red	There are significant issues with one or more aspects of the scheme (time, cost, scope), which require corrective action to meet the project objectives. The issue cannot be mitigated by the project manager or project team.	Escalate to project sponsor immediately. Highlight to PMB and the Scrutiny Panel.
Amber	Timing differences identified or one or more aspects of the project are at risk and are being flagged. Project performance is expected to be addressed by the project manager or project team.	Reprofiling or briefing to project sponsor. Report as part of overall summary.
Green	All aspects of the project are performing to plan.	No action required. Report as part of overall summary.



<b>Report of</b>	<b>Assistant Director Policy and Corporate</b>	<b>Author</b>	<b>Darren Brown</b> ☎ 282891
<b>Title</b>	<b>Financial Monitoring Report – April to September 2019</b>		
<b>Wards affected</b>	Not applicable		

## 1. Executive Summary

1.1 This report gives the Panel the opportunity to hold Service Managers and Portfolio Holders accountable for their budgets. The financial position is summarised as follows: -

- The General Fund is showing a net underspend against services of £274k as at period 6. This includes less expenditure of £156k and more income of £118k, compared to profiled budgets.
- The current forecast outturn position for the General Fund is a net overspend of £336k.
- The Housing Revenue Account is showing a net underspend of £242k as at period 6 and is forecast to be on budget at the year-end.

1.2 Assistant Directors and their budget holders have undertaken a thorough review of the financial position for their services, which is reflected in this report. Furthermore, detailed work will be undertaken during Quarter 3 to ensure forecast outturn positions are robust, and any resulting action necessary to mitigate any forecast budget variance will be considered. In addition, the senior management team (SMT) continues to monitor the budget position on a monthly basis. The next report to the Panel will consider the draft outturn position, with the 9-month position being reported to Governance & Audit Committee in March.

## 2. Action required

2.1 The Panel is asked to consider the financial performance of General Fund Services and the Housing Revenue Account (HRA) for the first six months of 2019/20, and the forecast budget overspend of £336k on the General Fund.

## 3. Reason for scrutiny

3.1 Monitoring of financial performance is important to ensure that:

- Service expenditure remains within cash-limited budgets.
- Potential variances at year-end are identified early so that remedial action can be taken to recover the position or 'recycle' any surplus budgets.
- Performance targets are being met.

3.2 This report also gives the Panel the opportunity to hold Service Managers and Portfolio Holders accountable for their budgets.

## 4. Background

- 4.1 This report reviews the Council's overall position based on profiled income and expenditure for the six months to 30 September 2019, and also shows a projection of the outturn figures for the full year. All the information presented in respect of General Fund Services shows the position based on net 'direct costs'. The review of the Housing Revenue Account is different in that it shows all costs, both direct and indirect.

### Summary Position

- 4.2 The projected outturn for the General Fund is currently a net overspend of £336k. The Housing Revenue Account forecast outturn position is currently to be on budget.
- 4.3 The General Fund position is set out in more detail in the following paragraphs and the HRA position explained in paragraphs 4.19 to 4.22. Budgets carried forward from 18/19 are now included in the schedules within this report, and as such will be monitored as part of the overall position.

### General Fund – Position to 30 September 2019

#### *Service Budgets*

- 4.4 Appendix A shows the current budget variances and forecast outturn variances by Service Group. The net position shows a variance against profiled budget for General Fund Services (excluding Benefits, NEPP & JMC) of £274k (favourable). This comprises total expenditure being £156k lower than expected and total income being £118k higher than expected. Appendix B breaks these variances down by subjective group.

#### *Income*

- 4.5 Income to the Council is below profiled budgets to date in a number of areas, with Land Charges, Bereavement, Domestic Waste and Sport & Leisure being the most noticeable area. However, whilst Sport & Leisure are forecasting a shortfall in income of £257k, they have identified and are forecasting £180k of savings, negating some of the impact of any shortfall in income. Income is above targets in a number of areas to date, but most notably in Planning and Building Control. As one of our main risk areas, income will continue to be closely monitored by officers on a monthly basis.

#### *Expenditure*

- 4.6 There are variances against profiled budgets in a number of services areas, predominantly within premises, and supplies & services costs. This can be as a result of profiling of budgets as well as timing of expenditure.
- 4.7 Benefits payments are not shown in Appendix A and B to avoid distorting the reported position for Service Groups. It is currently projected that this area will be on budget at year end, when the final subsidy claim is paid. Furthermore, NEPP and JMC variances are not included in the Appendix A and B totals, given these areas are ring-fenced and are reported to the relevant joint committee.

### Outturn Forecast / Risk Areas

- 4.8 This is the second review this year of the 2019/20 budget position, and the current forecast outturn is a net overspend of £336k.

	£'000	
Service budgets	386	See paras. 4.9 – 4.10 and Appendix C
Technical / Corporate Items	(50)	See para. 4.11
<b>Potential net overspend</b>	<b>336</b>	

### *Service Budgets*

- 4.9 The following table sets out the forecast outturn for all service areas, with outturn variances. This shows a net forecast overspend of £336k. The largest areas contributing to this are; the net position on agency/employee costs and the impact of the vacancy factor target potentially not being met within Environment; one-off costs associated with amendments to the lease of the River Colne, removal of boats from the Hythe and the demolition of United Way cottages, a net underspend in parking; an underspend forecast within Community and Customer primarily arising from vacant posts, and a net overspend in Sport & Leisure. In addition, the forecast includes less income of £100k which relates to a delay in Turnstone income.

<b>Service</b>	<b>Forecast outturn</b>		
	<i>Expenditure</i>	<i>Income</i>	<i>Net</i>
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
Policy & Corporate (incl. CDC)	129	336	465
EMT	16	-	16
Community	(89)	9	(80)
Customer	(107)	10	(97)
Environment	134	(52)	82
<b>Total all services</b>	<b>83</b>	<b>303</b>	<b>386</b>

- 4.10 Appendix C sets out details of all forecast variances against service budgets at the year-end totalling £386k. To provide some context on the scale of the variances shown in Appendix C, a percentage value has been included within the comments which shows the proportion of the relevant budget that it represents. For example, an underspend due to vacant posts or the vacancy factor would be expressed as a proportion of the total employees budget for that area.

### *Corporate / Technical Items*

- 4.11 The budget includes a number of corporate and technical budget areas such as net interest earnings, the provision to repay debt, pension costs and some non-service specific grants. It is currently expected that net interest costs will be £50k less than the budget, due to the timing and level of new borrowing required for the capital programme, and interest rates currently being achieved on investments are higher than assumed in the budget

### ***Summary position and action proposed***

- 4.12 The forecast outturn shows a potential net overspend of £336k. There are a number of factors which are contributing to this position, with the main ones being:-
- One-off costs associated with amendments to the lease of the River Colne, removal of boats from the Hythe and the demolition of United Way cottages
  - Less income caused by external delays e.g. Northern Gateway
  - Gain from net interest costs payable/earned
- 4.13 Whilst the forecast outturn is an overspend of £336k, the following table analyses this between “regular day to day running”, and one-off items. This provides clarity and also supports any impact there could be when looking at budget setting for 2020/21:

Description	Period 6 Forecast £000's	£000's
<b>One-off items:-</b>		
Colchester Oyster Fishery Lease Surrender	120	
Removal of Boats from River Colne	25	
Demolition of United Way Cottages	50	195
<b>One-offs sub-total</b>		<b>195</b>
<b>Others:-</b>		
Northern Gateway income shortfall	100	
Net gain on interest payable/earned	(50)	
Other (net)	91	141
<b>Total</b>	<b>-</b>	<b>336</b>

- 4.14 It should be noted that our balances are £267k above the prudent recommended level, and it is currently anticipated that we will use some these to fund the £195k of one-off costs shown above, should the need arise at year-end.
- 4.15 The impact of budget reviews should be viewed alongside the forecast outturn for the year. Outturn reviews in previous years have been undertaken to ensure that budgets reflect best estimates and do not contain "contingencies". This does mean that services have less scope to absorb unforeseen budget pressures and any requests for new spending that may arise in-year.
- 4.16 As part of work to produce the 2020/21 detailed budgets consideration is being given to the extent to which some of the issues in the current year are likely to continue or are one-off pressures.
- 4.17 The forecast position has been reported to Cabinet as part of the 2020/21 budget update. For planning purposes, the assumption remains that the final outturn will be delivered on budget and it should be noted that balances remain above the agreed minimum level by £0.3m.
- 4.18 SMT and the Budget Group continue to monitor the budget position on a monthly basis and an updated forecast outturn will be produced to assess the impact on balances as part of the final 2020/21 budget report. This will be reported to the Panel in January. The 9-month position will be reported to Governance and Audit Committee in March.

#### Housing Revenue Account

- 4.19 The Housing Revenue Account (HRA) is a ring-fenced account which is affected by a number of variable factors. At the end of September 2019, the HRA is showing a net underspend of £242k compared to the profiled budget for the same period. This is primarily due to lower expenditure on Premises costs of £482k and £212k less income than budgeted.

#### *Position to date*

- 4.20 Premises related costs are showing an underspend of £482k as at the end of September 2019. Overall, there is a net underspend of £230k on Repairs and Maintenance, which primarily relates to the timing of expenditure on repairs and maintenance of pumping stations, Homeless Persons Units and other delegated areas. There are further underspends of £46k on Council Tax on void properties, and £127k on Grounds Maintenance budgets, and £74k on Utility and Water costs which relate to the timing of expenditure.

- 4.21 We have received £212k less income at the end of September 2019. This primarily reflects the net impact of rental & service charge income being lost from dwellings and garages than assumed within the budget, through a combination of voids and the level of Right to Buy sales, along with the timing of acquisition and additions to our housing stock.

*Forecast Outturn*

- 4.22 The HRA is currently forecast to be on budget at the year-end. Any underspend or overspend that occurs in the year will be used to fund a greater/lesser proportion of our Housing Capital Programme through a variation to the Revenue Contribution to Capital.

**5. Standard References**

- 5.1 Having considered consultation, publicity, equality, diversity and human rights, community safety, and health and safety implications, there are none that are significant to the matters in this report.

**6. Strategic Plan references**

- 6.1. The priorities within the Strategic Plan are reflected in the Medium-Term Financial Forecast. This makes assumptions regarding government grant/funding and Council Tax income and identifies where necessary savings will be found in order to achieve a balanced budget. The 2019/20 revenue budget was prepared in accordance with the Strategic Plan's priorities, in the context of the Council facing growing financial pressures. Budget monitoring enables the financial performance against these priorities to be assessed.

**7. Financial implications**

- 7.1. As set out above.

**8. Risk management implications**

- 8.1. Risk management is used throughout the budget cycle, and this is reflected in the strategic risk register. The 2019/20 revenue budget report that was approved by Council in February 2019 detailed a number of potentially significant risk areas that had been identified during the budget process. In addition, Assistant Directors identify a number of both positive and negative risk areas during the year.

**9. Appendices**

- 9.1 Appendix A: Period 6 – Current Budget Variances and Forecast Outturn Variances by Service Area  
Appendix B: Budget Variances and Forecast Outturn Variances by Subjective Group  
Appendix C: Forecast Outturn Variances  
Appendix D: Housing Revenue Account – Period 6

**Background Papers**

None

**Period 6 – Current Budget Variances and Forecast Outturn Variances by Service Area**

		Position to date			Forecast Outturn		
Area		Spend	Income	Net	Spend	Income	Net
		£'000	£'000	£'000	£'000	£'000	£'000
<b>Corporate &amp; Democratic Core</b>		(18)	(65)	(83)	7	(10)	(3)
<b>Total</b>		<b>(18)</b>	<b>(65)</b>	<b>(83)</b>	<b>7</b>	<b>(10)</b>	<b>(3)</b>
<b>Executive Management Team</b>							
EMT		(1)	-	(1)	16	-	16
<b>Total</b>		<b>(1)</b>	<b>-</b>	<b>(1)</b>	<b>16</b>	<b>-</b>	<b>16</b>
<b>Community</b>							
Assistant Director Communities		1	-	1	3	-	3
Licensing & Food Safety		1	(42)	(41)	5	19	24
Community Safety		(4)	-	(4)	(15)	-	(15)
Environmental Health Services		7	1	8	19	-	19
Building Control		(8)	(31)	(39)	3	(30)	(27)
Community Initiatives		(44)	-	(44)	(26)	-	(26)
Private Sector Housing		(45)	6	(39)	(67)	17	(50)
Bereavement Services		(84)	28	(56)	(8)	-	(8)
Cultural Services		(12)	3	(9)	(3)	3	-
Colchester Museums		17	7	24	-	-	-
<b>Subtotal</b>		<b>(171)</b>	<b>(28)</b>	<b>(199)</b>	<b>(89)</b>	<b>9</b>	<b>(80)</b>
Colchester & Ipswich Museums		76	(32)	44	64	(16)	48
<b>Total</b>		<b>(95)</b>	<b>(60)</b>	<b>(155)</b>	<b>(25)</b>	<b>(7)</b>	<b>(32)</b>
<b>Customer</b>							
Assistant Director Customers		-	-	-	6	-	6
Customer Business		(6)	(62)	(68)	4	(12)	(8)
Local Taxation & Business Rates		(13)	4	(9)	(16)	-	(16)
Customer Solutions		(4)	(134)	(138)	(12)	(70)	(82)
Customer Experience		(89)	57	(32)	(82)	92	10
Electoral Services		100	(6)	94	(7)	-	(7)
<b>Subtotal</b>		<b>(12)</b>	<b>(141)</b>	<b>(153)</b>	<b>(107)</b>	<b>10</b>	<b>(97)</b>
Benefits - Payments & Subsidy		(1,354)	2,289	935	-	-	-
<b>Total</b>		<b>(1,366)</b>	<b>2,148</b>	<b>782</b>	<b>(107)</b>	<b>10</b>	<b>(97)</b>
<b>Environment</b>							
Assistant Director Environment		1	-	1	(3)	-	(3)
Neighbourhood Services		174	93	267	247	(32)	215
Car Parking		(1)	(1)	(2)	(110)	(20)	(130)

		Position to date			Forecast Outturn		
	Area	Spend	Income	Net	Spend	Income	Net
		£'000	£'000	£'000	£'000	£'000	£'000
	<b>Subtotal</b>	<b>174</b>	<b>92</b>	<b>266</b>	<b>134</b>	<b>(52)</b>	<b>82</b>
	Parking Partnership (NEPP)	74	162	236	54	(365)	(311)
	<b>Total</b>	<b>248</b>	<b>254</b>	<b>502</b>	<b>188</b>	<b>(417)</b>	<b>(229)</b>
	<b>Policy &amp; Corporate</b>						
	Assistant Director Policy & Corporate	(26)	-	(26)	(27)	-	(27)
	Finance	(9)	-	(9)	64	15	79
	ICT	54	5	59	63	-	63
	People and Performance	1	13	14	6	30	36
	Governance	1	27	28	(7)	20	13
	Place Strategy	10	(4)	6	(3)	-	(3)
	Planning	73	(109)	(36)	17	(50)	(33)
	Housing	(12)	30	18	-	-	-
	Communications	15	(3)	12	13	10	23
	<b>Subtotal</b>	<b>107</b>	<b>(41)</b>	<b>66</b>	<b>126</b>	<b>25</b>	<b>151</b>
	<i>Company Related:-</i>						
	Client – Commercial Company	79	-	79	-	-	-
	Corporate Asset Management	(114)	(4)	(118)	(22)	-	(22)
	Commercial & Investment	(5)	(133)	(138)	198	64	262
	Sport & Leisure	(195)	202	7	(180)	257	77
	<b>Total</b>	<b>(128)</b>	<b>24</b>	<b>(104)</b>	<b>122</b>	<b>346</b>	<b>468</b>
	<b>Total (excl. Benefits, NEPP &amp; JMC)</b>	<b>(156)</b>	<b>(118)</b>	<b>(274)</b>	<b>83</b>	<b>303</b>	<b>386</b>
	<b>Total (all)</b>	<b>(1,360)</b>	<b>2,301</b>	<b>941</b>	<b>201</b>	<b>(78)</b>	<b>123</b>

**Current Budget Variances and Forecast Outturn Variances by Subjective Group**

		Position to date			Forecast Outturn		
		Actual	Budget	Variance	Actual	Budget	Variance
	Subjective	£'000	£'000	£'000	£'000	£'000	£'000
	<b>Expenditure</b>						
	Employees	11,736	11,757	(21)	23,375	23,513	(138)
	Premises Related	4,013	4,468	(455)	7,496	7,522	(26)
	Transport Related	952	1,005	(53)	2,223	2,276	(53)
	Supplies & Services	4,204	3,837	367	8,994	8,637	357
	Third Party Payments	2,633	2,627	6	4,737	4,794	(57)
	Transfer Payments	146	146	0	293	293	0
	Capital Financing Costs	0	0	0	110	110	0
	<b>Total</b>	<b>23,684</b>	<b>23,840</b>	<b>(156)</b>	<b>47,228</b>	<b>47,145</b>	<b>83</b>
	<b>Income</b>						
	Government Grant	(1,239)	(1,111)	(128)	(1,161)	(1,111)	(50)
	Other Grants & Reimbursements	(1,717)	(1,608)	(109)	(3,710)	(3,563)	(147)
	Customer & Client Receipts	(10,809)	(10,939)	130	(20,957)	(21,469)	512
	Income-Interest	(102)	(91)	(11)	(195)	(183)	(12)
	Inter Account Transfers	0	0	0	0	0	0
	<b>Total</b>	<b>(13,867)</b>	<b>(13,749)</b>	<b>(118)</b>	<b>(26,023)</b>	<b>(26,326)</b>	<b>303</b>
	<b>Net</b>	<b>9,817</b>	<b>10,091</b>	<b>(274)</b>	<b>21,205</b>	<b>20,819</b>	<b>386</b>



**Forecast Outturn Variances**

Service Area	Variance			Comment
	Spend £'000	Income £'000	Net £'000	
EMT				
Executive Management Team	16	-	16	An overspend is forecast due to recruitment costs (100%) and on employee costs due to the implementation of locally determined pay awards in accordance with the Councils agreed pay strategy (0.6%).
Community Services				
Assistant Director Communities	3	-	3	Employees overspend due to the implementation of locally determined pay awards in accordance with the Councils agreed pay strategy (2.3%).
Licensing and Food Safety	5	19	24	Employees overspend on additional training (1.7%). Shortfall in income relating to Food Safety for Re-inspections and Advice services (100%).
Community Safety	(15)	-	(15)	Employees underspend (13.5%) – Community Safety officer yet to be recruited.
Environmental Health Services	19	-	19	Overspend (5.6%) due to not having had sufficient vacant posts to date to achieve the vacancy factor target.
Building Control	3	(30)	(27)	Small overspend on employees (0.8%). £30k more income due to higher demand (7.5%).
Community Initiatives	(26)	-	(26)	Employees underspend (7%) due to savings on a vacant post that had now been filled by appointment of an apprentice.

Service Area	Variance			Comment
	Spend £'000	Income £'000	Net £'000	
Private Sector Housing	(67)	17	(50)	Employees underspend of £83k (15.4%) due to an HMO vacant post and small savings in a Support Officer role in Healthy homes. This is offset by a £15k overspend on Legal fees. £26k more grant from CCG contributing to Healthy Homes manager post. This is offset by £42.5k (35.3%) less income primarily in Licenses and the redress penalty scheme.
Bereavement Services	(8)	-	(8)	Employees underspend of £16k (7.1%) due to a vacant post, which has now been filled. This is offset by an £8k one off cost for a new music system.
Cultural Services	(3)	3	-	Underspend on payments to coach companies (16.8%) offset by a shortfall in events sale income (17.9%).
Colchester and Ipswich Museums (CIMS)	64	(16)	48	CIMS is a ring-fenced budget. There is a forecast overspend of £25k (1.35%) on salaries, mainly due to vacancy target of £23k yet to be met and some relocation costs. There is an overspend of £20k on water costs in the Castle which is currently being investigated, and an overspend relating to the installation of a new CCTV system in Heckworth. The forecast includes a £14k (4%) overspend on costs relating to Exhibitions (material and removal costs), and £15k (9.8%) additional retail income.
<b>Customer Services</b>				
Assistant Director Customers	6	-	6	Forecast overspend on employee costs due to the implementation of locally determined pay awards in accordance with the Councils agreed pay strategy (4%).
Customer Business	4	(12)	(8)	Forecast overspend on employee costs due to the implementation of locally determined pay awards in accordance with the Councils agreed pay strategy and acting up arrangements (5%).

Service Area	Variance			Comment
	Spend £'000	Income £'000	Net £'000	
				Unbudgeted income from the Town Centre BID totalling £12k (100%).
Local Taxation & Business Rates	(16)	-	(16)	Underspend on employee costs of £23k due to a delay in recruiting into a fixed term post (7%) partially offset with £7k unbudgeted expenditure on legal costs within Business Rates (100%).
Customer Solutions	(12)	(70)	(82)	Underspends on employee costs of £65k (15%) due to vacant posts, offset partially with an overspend on training costs following team restructures. Unbudgeted expenditure of £25k on Hub security costs and £5k on audit fees. (100%). More income is forecast due to extra income from the DWP (£50k) and the partial reimbursement of Hub security costs from ECC and CBH. (100%)
Customer Experience	(82)	92	10	Net underspend within the Contact & Support Centre (3%) and the Digital Development team (6%) due to Management team secondments and special unpaid leave. Land Charges income is forecast to be £92k less than the budget (31%)
Electoral Services	(7)	-	(7)	The net underspend relates to reduced employee costs due to a team restructure (5%).
<b>Environmental Services</b>				
Assistant Director Environment	(3)	-	(3)	An employee underspend is due to a reduction in the PA's hours.
Neighbourhood Services	247	(32)	215	Following negotiations with ECC £95k more income is forecast which represents additional food waste credits (7%.) This is partially offset by a shortfall in Market & Street Trading (31%) and

Service Area	Variance			Comment
	Spend £'000	Income £'000	Net £'000	
				Trade Collections (1.7%) although actions are now being taken to increase fee income in the future. £175k Employee overspends are forecast due to not having had sufficient vacant posts yet this year to achieve the budget target for vacancies (2.9%) Clear sacks and caddie stock levels are high and although purchasing for recycling kit is expected to slow down as a result of the introduction of a Voucher for all kit, £70k overspend is forecast (32%). This will be monitored against demand. The forecast also includes £25k of unbudgeted costs associated with the removal of 2 boats from the Hythe.
Car Parking	(110)	(20)	(130)	One-off gain of £67k in relation to the refund due to CBC of NEPP off street reserves for 2017/18 (100%), £30k underspend against the Middleborough Car Park service charge (44%) and £10k underspend forecast on NNDR costs (1%). £20k additional income forecast across Season Tickets (20%) and PCN's (6%).
North Essex Parking Partnership (NEPP)	54	(365)	(311)	NEPP budgets are ring-fenced and are expected to operate within budget, with any surplus or deficit being transferred to the Decriminalised Parking Reserve at year-end.
<b>Policy &amp; Corporate (incl. CDC)</b>				
Corporate & Democratic Core	7	(10)	(3)	Overspend on parish council grants (3%) and Internet Banking Transaction Charges (5%). More income forecast from Council Tax Sharing Agreement.
Assistant Director Policy & Corp	(27)	-	(27)	Forecast underspend on salaries due to change of Assistant Director (19%).

Service Area	Variance			Comment
	Spend £'000	Income £'000	Net £'000	
Finance	64	15	79	Forecast overspends on employee costs due to recruitment costs and agency costs to cover two vacant posts, partially offset by vacant posts (2%), unbudgeted costs relating to the ABS system upgrade (58%) and £5k pressure on CIPFA subscription update (228%). £15k pressure from the futures review target of recovering project costs that will not be achieved (100%).
ICT	63	-	63	Forecast overspend on employee costs mainly due to not having had sufficient vacant posts yet this year to achieve the budget target for vacancies (0.6%), and across supplies and services budgets primarily on management and consultancy costs to maintain legacy systems (162%) and IT costs (2%).
People & Performance	6	30	36	Overspend on management and consultancy costs due to the implementation of the BCE shared payroll service, following agreement of the business case (100%), partially offset by two months underspend on payroll inter-authority payment as started in June (17%) and employee costs due to vacant post (0.8%). Less income forecast from staff car parking scheme.
Governance	(7)	20	13	Underspend due to re-tender of the insurance contract (2.9%) offsetting an overspend on committee printing costs (42%), and across employee costs mainly due to not having had sufficient vacant posts yet this year to achieve the budget target for vacancies and due to the implementation of locally determined pay awards in accordance with the Councils agreed pay strategy (1%). £20k pressure from Rowan House futures review target that will not be achieved (100%).
Place Strategy	(3)	-	(3)	Underspend on Housing Strategy software licence (48%).

Service Area	Variance			Comment
	Spend £'000	Income £'000	Net £'000	
Planning	17	(50)	(33)	Small overspend forecast across salaries due to casual staff costs (0.20%), software licences (100%) and management and consultancy costs (18%). £50k more income from planning fees is being forecast.
Communications	13	10	23	Forecast overspend on licences due to one-off previous years spend (35%) and on employee costs mainly due to not having had sufficient vacant posts yet this year to achieve the budget target for vacancies (1%). Less income is being forecast than assumed in the budget from roundabout advertising (50%).
Corporate Asset Management	(22)		(22)	Underspend on cleaning contract due to re-tender being less than the budget (8%) and cost of installing water fountains less than anticipated (1.3%), offsetting unbudgeted works to Council Chamber in Town Hall (100%).
Commercial & Investment	198	64	262	Commercial properties have some small unplanned cost pressures including responsive repairs, business rates and water although the repairs cost will be offset by insurance income - overall a £27k (10%) overspend has been forecast. £120k one-off cost for the amendments to the lease of the River Colne, and £50k estimated for the demolition of the United Way cottages. Income is forecast to be a net £64k (1.6%) lower than budget. There is a £100k shortfall forecast in relation to the Northern Gateway site as this is unlikely to be achieved in 19/20 as updated planning consent is to be sought. A £31k shortfall has been forecast against the Culver Centre following announcements of a rent reductions in relation to the Debenhams store. These have been offset by a £12k gain in relation to the David Lloyd site and a net £8k on the Nunns Road and Osborne Street car parks.

Service Area	Variance			Comment
	Spend £'000	Income £'000	Net £'000	
Sport and Leisure	(180)	257	77	<p>Expenditure savings have been forecast on utility costs based on recent Smith Bellerby estimates - £31k (16.3%) electricity and £19k (9.3%) on gas. Employee savings due to vacancies and restructuring have been forecast at £55k (2.0%). Supplies and services and Third-Party Payments have a forecast saving of £64k (9.8%) which includes a pressure of £4.5k in relation to PPL/PRS licences across all sites.</p> <p>An income shortfall of £257k (5%) is forecast. This includes a forecast shortfall on Lifestyles membership sales £41k, the year to-date average growth up to end of Sept at 0.76%, however, this is 5.19% down compared to year to date profile. New processes are in place to encourage membership sign-up with additional customer contacts being made when existing memberships expire. All income areas have both team and, in some cases, individual targets in place to increase income. Beauty Therapy, Aqua Springs, Activa Gym, Dryside and Tiptree all forecasting to hit or slightly exceed income targets. All other areas of income forecasting to be less than target include £95k pools, £14k swimming lessons, £38k Zoggs' sales, £58k catering and £28.9k from the car park.</p>

September 2019	Current Period - September 2019			Forecast Year-End Position		
	Profiled Budget to Period 6 £'000	Actual to Period 6 £'000	Variance (under) / over £'000	Annual Budget £'000	Projected Outturn £'000	Variance (under) / over £'000
Account Description						
<b>HRA - Direct &amp; Non-Direct</b>						
<b>EXPENDITURE</b>						
Employees	88	95	7	177	163	(14)
Premises Related	3,424	2,942	(482)	6,838	6,724	(114)
Transport Related	-	1	1			
Supplies & Services	298	318	20	1,097	1,097	-
Third Party Payments	2,065	2,059	(6)	3,545	3,545	-
Transfer Payments	94	100	6	188	188	-
Support Services	1,833	1,833	-	3,444	3,444	-
Capital Financing Costs	-	-	-	14,949	14,698	(251)
<b>TOTAL EXPENDITURE</b>	<b>7,802</b>	<b>7,348</b>	<b>(454)</b>	<b>30,238</b>	<b>29,859</b>	<b>(379)</b>
<b>INCOME</b>						
Other Grants & Reimbursements	(64)	(45)	19	(129)	(129)	-
Customer & Client Receipts	(15,642)	(15,450)	192	(29,782)	(29,403)	379
Income-Interest	(1)	-	1	(31)	(31)	-
Inter Account Transfers	-	-	-	(107)	(107)	-
<b>TOTAL INCOME</b>	<b>(15,707)</b>	<b>(15,495)</b>	<b>212</b>	<b>(30,049)</b>	<b>(29,670)</b>	<b>379</b>
<b>TOTAL NET - HRA</b>	<b>(7,905)</b>	<b>(8,147)</b>	<b>(242)</b>	<b>189</b>	<b>189</b>	<b>-</b>



12 November 2019

<b>Report of</b>	<b>Assistant Director of Policy and Corporate</b>	<b>Author</b>	<b>Owen Howell</b>
<b>Title</b>	<b>Work Programme 2019-20</b>		<b>☎ 282518</b>
<b>Wards affected</b>	Not applicable		

## 1. Executive Summary

- 1.1 This report sets out the current Work Programme 2019-2020 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 note the contents of Work Programme for 2019-2020.
- 2.2 The Panel is asked to approve the addition of the following item to the agenda for the meeting to be held on 28 January 2020:

‘Pre-scrutiny of the Environmental Sustainability Task and Finish Group reports to Council and Cabinet’

## 3. Background Information

- 3.1 The Panel’s work programme will evolve as the Municipal Year progresses and items of business are commenced and concluded. At each meeting the opportunity is taken for the work programme to be reviewed and, if necessary, amended according to current circumstances. The current work programme for 2019-20, is included at the end of the report.
- 3.2 At its meeting on 15 October 2019, the Scrutiny Panel resolved to make the following changes and additions to its Work Programme:
- The North East Essex Health and Wellbeing Alliance presentation to be put back to 17 March 2020
  - A presentation on the Council’s approach to, and preparations for, Brexit to be scheduled for 12 November 2019.
  - A report on the Budget Strategy for 2020-21 to be brought before the Panel on 10 December 2019.
  - An additional Scrutiny Panel meeting to be arranged for February 2020, for scrutiny to be conducted into the use of Task and Finish Groups.
  - An additional Crime and Disorder Committee meeting to be arranged to occur each year in February/March.
  - Pre-scrutiny of the Environmental Sustainability Task and Finish Group reports to Council and Cabinet to be arranged.

The new and amended items have been added to the Work Programme found in this report. The Pre-scrutiny of the Environmental Sustainability Task and Finish Group reports is proposed for consideration at the Scrutiny Panel meeting to be held on 28 January 2020.

- 3.3 The scheduling of the additional meetings for the Scrutiny Panel and Crime and Disorder Committee is ongoing and will be confirmed as soon as suitable dates are found.
- 3.4 The Forward Plan of Key Decisions is included as part of the work programme for the Scrutiny Panel, and this is included as **Appendix A**.

#### **4. Standard References**

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

#### **5. Strategic Plan References**

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

#### **6. Appendices**

- 6.1 Appendix A: Forward Plan of Key Decisions – 1 December 2019 – 31 March 2020

#### **Work Programme for 2019/20**

<b>Scrutiny Panel meeting - 11 June 2019</b>
<b>Scrutiny Panel Chairman's briefing – 6 June 2019</b>
<ol style="list-style-type: none"><li>1. North Essex Garden Communities</li><li>2. Financial Monitoring Report End of Year – 2018/19</li><li>3. Capital Expenditure Monitor 2018/19</li><li>4. Year End 2018/19 Performance Report including the Strategic Plan Action Plan 2018-21</li><li>5. Work Programme 2019-20</li></ol>
<b>Scrutiny Panel meeting - 16 July 2019</b>
<b>Scrutiny Panel Chairman's briefing – 11 July 2019</b>
<ol style="list-style-type: none"><li>1. 2020/21 Budget Strategy, Medium Term Financial Forecast and Budget Timetable</li><li>2. Treasury Management – Annual Report</li><li>3. Annual Scrutiny Report</li><li>4. Bus Review: Further Actions.</li><li>5. Work Programme 2019-20</li></ol>

<b>Scrutiny Panel meeting - 6 August 2019</b>
<b>Scrutiny Panel Chairman's briefing – 1 August 2019</b>
<ol style="list-style-type: none"> <li>1. Review of Colchester Borough Homes Performance 2018/19</li> <li>2. Colchester Business Improvement District</li> <li>3. Work Programme 2019-20</li> </ol>
<b>Scrutiny Panel meeting – 29 August 2019</b>
<b>Scrutiny Panel Chairman's briefing – 27 August 2019</b>
<ol style="list-style-type: none"> <li>1. Pre-scrutiny of draft NEGC Ltd Business Plan</li> <li>2. Work Programme 2019-20</li> </ol>
<b>Scrutiny Panel (Crime and Disorder Committee) - 12 September 2019</b>
<b>Scrutiny Panel Chairman's briefing – 5 September 2019</b>
<ol style="list-style-type: none"> <li>1. Safer Colchester Partnership (Crime and Disorder Committee)</li> <li>2. Work Programme 2019-20</li> </ol>
<b>Scrutiny Panel – 15 October 2019</b>
<b>Scrutiny Panel Chairman's Briefing – 10 October 2019</b>
<ol style="list-style-type: none"> <li>1. Local Council Tax Support – Year 2020/21 (Provisional)</li> <li>2. Business Rate retention and future arrangements.</li> <li>3. Work Programme 2019-20</li> </ol>
<b>Scrutiny Panel meeting - 12 November 2019</b>
<b>Scrutiny Panel Chairman's briefing – 7 November 2019</b>
<ol style="list-style-type: none"> <li>1. 2019-20 Revenue Monitor, period April – September</li> <li>2. 2019-20 Capital Monitor, period April – September</li> <li>3. Colchester Borough Council's approach and preparations for Brexit</li> <li>4. Work Programme 2019-20</li> </ol>
<b>Scrutiny Panel meeting - 10 December 2019</b>
<b>Scrutiny Panel Chairman's briefing – 4 December 2019</b>
<ol style="list-style-type: none"> <li>1. Half Year 2019 - 2020 Performance Report including progress on Strategic Plan Action Plan</li> <li>2. Budget Strategy for 2020-21</li> <li>3. Colchester Commercial Holdings Ltd</li> <li>4. Work Programme 2019-20</li> </ol>
<b>Scrutiny Panel meeting - 28 January 2020</b>
<b>Scrutiny Panel Chairman's briefing – 23 January 2019</b>
<ol style="list-style-type: none"> <li>1. 2020-21 Revenue Budget, Capital Programme, Medium Term Financial Forecast, Housing Revenue Accounts Estimate and Housing Investment Programme (Pre-scrutiny of Cabinet Decision)</li> <li>2. Treasury Management Investment Strategy</li> <li>3. Pre-scrutiny of reports from Conservation and Environmental Sustainability Task and Finish Group.</li> </ol>

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| <ol style="list-style-type: none"><li>4. Corporate Key Performance Indicator Targets for 2020-21</li><li>5. Work Programme 2019-20</li></ol>  |
| Scrutiny Panel meeting - <b>17 March 2020</b>   |
| Scrutiny Panel Chairman's briefing – <b>12 March 2019</b>   |
| <ol style="list-style-type: none"><li>1. Colchester Business Improvement District</li><li>2. North East Essex Health and Wellbeing Alliance</li><li>3. Paperless working – Scrutiny Panel report to Cabinet</li></ol> |

# COLCHESTER BOROUGH COUNCIL

## FORWARD PLAN OF KEY DECISIONS 1 December 2019 – 31 March 2020

During the period from 1 December 2019 – 31 March 2020\* Colchester Borough Council intends to take 'Key Decisions' on the issues set out in the following pages. Key Decisions relate to those executive decisions which are likely to either:

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

This Forward Plan should be seen as an outline of the proposed decisions and it will be updated on a monthly basis. Any questions on specific issues included on the Plan should be addressed to the contact name specified in the Plan. General queries about the Plan itself should be made to Democratic Services (01206) 507832 or email [democratic.services@colchester.gov.uk](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 at the Library and Community Hub, Colchester Central Library, 21 Trinity Square, Colchester and they are also published 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 take it to the Library and Community Hub, Colchester Central Library, 21 Trinity Square, Colchester or telephone (01206) 282222 or textphone users dial 18001 followed by the full number that you wish to call and we will try to provide a reading service, translation or other formats you may need.

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

KEY DECISION REQUIRED	DOES DECISION INCLUDE EXEMPT INFORMATION (or information defined by the Government as Confidential)	DATE OF DECISION or PERIOD DECISION TO BE TAKEN	DECISION MAKER (title and name, including Cabinet, portfolio holders and officers)	DOCUMENTS SUBMITTED OR TO BE SUBMITTED TO DECISION TAKER TO CONSIDER (and from where they are available)	CONTACT DETAILS FROM WHICH DOCUMENTS CAN BE OBTAINED (name of the authors of the reports)
Potential Disposal of Land at the Hythe	Yes	13 November 2019	Revolving Investment Fund Committee (Cllrs Cory, J Young, Higgins and King)  Please contact via Democratic Services (01206) 507832 email: democratic.services@colchester.gov.uk	Committee report	Mandy Jones Assistant Director, Policy and Corporate 01206 282501 <a href="mailto:Mandy.jones@colchester.gov.uk">Mandy.jones@colchester.gov.uk</a>
Budget 2020-21 Update, Reserves and Balances and Approval of Fees and Charges	No	20 November 2019	Cabinet (Cllrs Cory, J Young, Fox, Goss, Higgins, King, Lilley and G Oxford)  Please contact via Democratic Services (01206) 507832 email: democratic.services@colchester.gov.uk	Cabinet Report, Schedule of Fees and Charges	Paul Cook Finance Manager 01206 505861 <a href="mailto:Paul.cookx@colcehster.gov.uk">Paul.cookx@colcehster.gov.uk</a>

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<b>North Essex Economic Growth Strategy</b>	No	20 November 2019	Cabinet (Cllrs Cory, J Young, Fox, Goss, Higgins, King, Lilley and G Oxford)  Please contact via Democratic Services (01206) 507832 email: democratic.services@colchester.gov.uk	Cabinet report, draft Economic Growth Strategy	Andrew Tyrrell Client Services Manager 01206 282390 <a href="mailto:Andrew.tyrrell@colchester.gov.uk">Andrew.tyrrell@colchester.gov.uk</a>
<b>Colchester's Homelessness and Rough Sleeping Strategy 2020-25.</b>  To adopt a new Homelessness and Rough sleeping Strategy for Colchester for 2020 to 2021 To recommend to full Council that the strategy be adopted as part of the Council's Policy Framework.	No	20 November 2019	Cabinet (Cllrs Cory, J Young, Fox, Goss, Higgins, King, Lilley and G Oxford)  Please contact via Democratic Services (01206) 507832 email: democratic.services@colchester.gov.uk	Cabinet Report	Tina Hinson Housing Strategy Manager 01206 506903 <a href="mailto:tina.hinson@colchester.gov.uk">tina.hinson@colchester.gov.uk</a> –  Karen Paton Housing Strategy Officer 01206 282275 <a href="mailto:karen.paton@colchester.gov.uk">karen.paton@colchester.gov.uk</a>

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<b>Highway Ranger Service</b>  To transfer the Highway Ranger Service to Colchester Borough Council	No	20 November 2019	Cabinet (Cllrs Cory, J Young, Fox, Goss, Higgins, King, Lilley and G Oxford)  Please contact via Democratic Services (01206) 507832 email: democratic.services@colchester.gov.uk	Cabinet report	Richard Block Assistant Director, Environment 01206 506825 <a href="mailto:richard.block@colchester.gov.uk">richard.block@colchester.gov.uk</a>
<b>Matters relating to land transfer at Colchester Northern Gateway</b>	Yes	20 November 2019	Cabinet (Cllrs Cory, J Young, Fox, Goss, Higgins, King, Lilley and G Oxford)  Please contact via Democratic Services (01206) 507832 email: democratic.services@colchester.gov.uk	Cabinet report	Ian Vipond Strategic Director, Policy and Place 01206 282992 <a href="mailto:ian.vipond@colchester.gov.uk">ian.vipond@colchester.gov.uk</a>



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<b>Colchester Local Full Fibre Network Fund (LFFN) Implementation 2019-21.</b>	Yes	20 November 2019	Cabinet (Cllrs Cory, J Young, Fox, Goss, Higgins, King, Lilley and G Oxford)  Please contact via Democratic Services (01206) 507832 email: democratic.services@colchester.gov.uk	Cabinet report detailing implementation by Amphora Trading of the LFFN project during 2019-21; Financial Case agreed with DCMS; Final agreed Business Plan	Andrew Tyrrell Client Services Manager 01206 282390 <a href="mailto:Andrew.tyrrell@colchester.gov.uk">Andrew.tyrrell@colchester.gov.uk</a>
<b>Housing Revenue Account Fees and Charges 2020-2021</b>  To agree the Housing Revenue Account fees and charges for 2019-2020	No	December 2020	Portfolio Holder for Housing Councillor Adam Fox.  Please contact via Democratic Services (01206) 507832 email: democratic.services@colchester.gov.uk	Portfolio Holder report	Geoff Beales Client Services Manager 01206 506514 <a href="mailto:geoff.beales@colchester.gov.uk">geoff.beales@colchester.gov.uk</a>

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<b>2020/21 General Fund Revenue Budget, Capital Programme and Medium Term Financial Forecast –</b> Cabinet will consider the 2020/21 General Fund Revenue Budget and make a recommendation to Council.	No	29 January 2020	Cabinet (Cllrs Cory, J Young, Fox, Goss, Higgins, King, Lilley and G Oxford)  Please contact via Democratic Services (01206) 507832 email: democratic.services@colchester.gov.uk	Cabinet report	Paul Cook Finance Manager 01206 505861 <a href="mailto:Paul.cookx@colcehster.gov.uk">Paul.cookx@colcehster.gov.uk</a>
<b>Housing Revenue Account Estimates 2020/21</b>  To approve the HRA Estimates 2020/21	No	29 January 2020	Cabinet (Cllrs Cory, J Young, Fox, Goss, Higgins, King, Lilley and G Oxford)  Please contact via Democratic Services (01206) 507832 email: democratic.services@colchester.gov.uk	Cabinet report	Darren Brown Finance Manager <a href="mailto:Darren.brown@colchester.gov.uk">Darren.brown@colchester.gov.uk</a> (01206) 282891

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<b>Housing Investment Programme (HIP) 2020/21</b>  To approve the Housing Investment Programme for 2020/21.	No	29 January 2020	Cabinet (Cllrs Cory, J Young, Fox, Goss, Higgins, King, Lilley and G Oxford)  Please contact via Democratic Services (01206) 507832 email: democratic.services@colchester.gov.uk	Cabinet report	Darren Brown Finance Manager <a href="mailto:Darren.brown@colchester.gov.uk">Darren.brown@colchester.gov.uk</a> (01206) 282891
<b>Award of Contract for the Colchester Northern Gateway Heat Network</b>	Yes	29 January 2020	Cabinet (Cllrs Cory, J Young, Fox, Goss, Higgins, King, Lilley and G Oxford)  Please contact via Democratic Services (01206) 507832 email: democratic.services@colchester.gov.uk	Cabinet report	Andrew Tyrrell Client Services Manager 01206 282390 <a href="mailto:Andrew.tyrrell@colchester.gov.uk">Andrew.tyrrell@colchester.gov.uk</a>

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<b>Climate Emergency Action Plan</b> - Cabinet will consider the recommendations from the Conservation and Environment Sustainability Task and Finish Group	No	29 January 2019	Cabinet (Cllrs Cory, J Young, Fox, Goss, Higgins, King, Lilley and G Oxford)  Please contact via Democratic Services (01206) 507832 email: democratic.services@colchester.gov.uk	Cabinet report	Richard Block Assistant Director, Environment 01206 506825 <a href="mailto:richard.block@colchester.gov.uk">richard.block@colchester.gov.uk</a>

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