

Scrutiny Panel Meeting

**Grand Jury Room, Town Hall, High Street,
Colchester, CO1 1PJ
Tuesday, 17 March 2020 at 18:00**

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

Information for Members of the Public

Access to information and meetings

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

Dates of the meetings are available here:

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

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

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Access

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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 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, 17 March 2020 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 Meetings

The Councillors will be invited to confirm that the minutes are a correct record of the meetings held on 28 January 2020 and 5 February 2020.

Minutes of Scrutiny Panel meeting 28 January 2020

7 - 22

Minutes of Scrutiny Panel meeting 5 February 2020

23 - 30

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 North East Essex Health and Wellbeing Alliance

The Scrutiny Panel will consider a presentation from the North East Essex Health and Wellbeing Alliance.

11 Review of paperless working for Scrutiny Panel 31 - 38

This item has been tabled to allow members of the Panel to give their views on this way of working, raise any benefits or issues they have experienced and make suggestions for potential improvements to arrangements currently in place. The Panel will then decide whether there is feedback that it wishes to give on its use of digital agendas.

12 Work Programme 2019/20 39 - 52

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.

13 Exclusion of the Public (Scrutiny)

In accordance with Section 100A(4) of the Local Government Act 1972 and in accordance with The Local Authorities (Executive Arrangements) (Access to Information) (England) Regulations 2000 (as amended) to exclude the public, including the press, from the meeting so that any items containing exempt information (for example confidential personal, financial or legal advice), in Part B of this agenda (printed on yellow paper) can be decided. (Exempt information is defined in Section 100I and Schedule 12A of the Local Government Act 1972).

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

SCRUTINY PANEL

28 January 2020

Present: -

Councillor Davies (Chairman), Councillor Bourne, Councillor Hayter, Councillor Hogg, Councillor McCarthy, Councillor Whitehead

Substitutions: -

Councillor Willetts for Councillor Bentley
Councillor Barber for Councillor Dundas

Also present: -

Councillor Cory, Councillor Fox, Councillor King, Councillor Lilley, Councillor J. Young

246. Minutes of Previous meeting

RESOLVED that the minutes of the meeting held on 10 December 2019 be confirmed as a correct record.

247. 2020/21 Revenue Budget, New Strategic Priorities and the Medium-Term Financial Forecast

Councillor David King, Portfolio Holder for Business and Resources, Paul Cook, Interim Head of Finance and Section 151 Officer, and Darren Brown, Finance Manager (Business Partner) presented the report covering the proposed 2020/21 Revenue Budget, New Strategic Priorities and the Medium-Term Financial Forecast. The Portfolio Holder provided an overview of the approach employed to drafting the budget. The Budget was designed to be ambitious in its aim of providing the necessary resources for allowing the Council to deliver on its priorities. £10million had been allocated as an initial sum towards this work. Scoping work had been carried out and £500k allocated to fund feasibility studies into proposed measures toward achieving the Strategic aims of the Council.

Sustainability was a key consideration. The Council was a lean organisation, but it had to be accepted that if more was to be expected of officers, then the appropriate resources would need to be made available. The Budget took a long-term view and the report presented much detail on the current position, and as much as possible on future expectations. Examples included £30m funding sourced for the Northern Gateway, funding for High Street improvements and the Council's response to the declared Climate Emergency.

Planning was being conducted out to 2030 but much information regarding future developments could not be known at this time. Additional information was provided on New Strategic Priorities and on projects such as the new Town Deal bid, where amplified resources expended increased the chance of a successful bid.

It was noted that Council Tax income was important, but that it was also important to note that local Council Tax support was in place to help those residents who needed it. The rise proposed for the Borough Council's portion of Council Tax was below

inflation but necessary in order to provide the resources necessary for planned actions. If the increase had been set in line with the increase in the Consumer Price Index (CPI), a Band D property would incur a £237 per month charge by the Council, rather than the proposed £195 per month.

It was explained that the report and Budget had been drafted in the context of the 2020-21 Local Government Finance Settlement. It had been recommended that the contribution to meet the pension scheme deficit should be paid in advance from reserves, as this was calculated to save the Council £200k in comparison to alternative payment options. Staff who had moved to the Council's commercial companies, under TUPE Regulations, included some who were part of the local government pension scheme, but it was confirmed that this would not have an effect on the Budget.

The Capital Programme was summarised and included new schemes, the New Strategic Priorities, the Town Deal bid, the '100 Homes' project and the improvement of Colchester's CCTV network. Reserve levels would be maintained at a prudent level.

It was noted that the Treasury Management Strategy included prudential indicators, and the borrowing and investment strategy for 2020-21.

A Panel member raised concern that the Strategic Priorities identified in the report gave no indication as to an order of importance/priority. The member expressed the view that this would make it easier to scrutinise the Budget and judge as to whether funding allocations towards each priority were appropriate. Another Panel member further argued that it would be helpful to see details to show what levels of funding were allocated towards measures to further the Strategic Priorities.

The Portfolio Holder for Business and Resources clarified that the Council was at the commencement of the feasibility studies into the New Strategic Priorities and so it was not possible to give greater information on prioritisation at this time. He welcomed the Panel to provide further scrutiny and oversight on the Strategic Priorities once the feasibility studies had concluded and more information was available. A more informed view would then be possible of the positive effects of individual projects on the different Strategic Priorities.

The Panel questioned if the mention of working with Essex County Council (ECC) on a new Transport Strategy showed a change in approach at the Council, possibly away from the Transport for Colchester Plan. The Portfolio Holder for Business and Resources informed the Panel that Councillor Kevin Bentley, ECC Cabinet Member for Highways and Resources, had met with representatives of the Council to investigate opportunities for vital partnership working to improve the public realm and transport infrastructure. An agreement was needed to lay out how this working would proceed, building on effective work within the Local Highways Panel (LHP).

The Panel asked if the LHP had a budget allocated for 2020-21. The Portfolio Holder for Business and Resources, and Councillor Mark Cory, Leader of the Council, gave assurances that there remained a commitment to continue with the LHP and committed to provide an answer as to what funding was allocated for 2020-21.

More detail was requested on this and on the proposed strategic review of the Waste and Recycling service. Richard Block, Assistant Director – Corporate and Improvement Services, explained that the last service review was carried out in 2017. Since then, recycling performance had significantly improved and was good, but it was agreed that a new review was warranted, to keep the service fit for the future, lower sickness levels, ensure workplace health, address growth in the Borough and make best use of assets and resources.

It was asked if the Council planned to continue to fund allocation of Police Community Support Officers within the Borough, with the Panel noting that the £305k already allocated was due to end this year. The Portfolio Holder for Business and Resources confirmed that the Council maintained a good relationship with Essex Police and continued to work towards shared priorities. The Finance Manager (Business Partner) confirmed that £330k had been allocated, from New Homes Bonus income in 2018-19, to fund additional policing in the Borough.

An update was requested on the proposed elephant sculpture and public realm improvements planned as part of the 'Fixing the Link' project to better link Colchester Railway Station and the Town Centre. The Portfolio Holder for Business and Resources informed the Panel that the project had been delayed but was expected to commence imminently. Spending has commenced and the intent is to ensure the project succeeds, including better lighting, more CCTV and more-attractive landscaping.

Panel members discussed the commitment to renewal of community assets, as detailed in the report, and elucidated a wish to receive further updates on this once feasibility work has produced further information. The positive reception which had been given to discussion of the potential for a new Youth Zone was noted. A Panel member argued that, should this go ahead, existing youth groups should be included and helped, and not ignored. The Portfolio Holder for Business and Resources agreed to provide more detail, when possible, and explained that wide consultation would be needed for projects such as Youth Zones, which would entail a significant capital expenditure to set up, and a significant revenue cost to run. Work on such projects was being carried out by local authorities responding to developing needs and reductions in existing provision.

The Panel expressed a wish to conduct pre-decision scrutiny of the draft asset-based community strategy, once produced. The Portfolio Holder for Business and Resources welcomed further discussion of this with the Scrutiny Panel in the future.

The Panel considered the number of changeable variables involved that affect the setting and pursuit of Strategic Priorities. A key variable was the changing of public opinions and views. It was posited by a member that this meant Strategic Priorities would need to be flexible, and that setting a fixed order of Priorities would cause significant difficulty in responding to changes in variables and in the Priorities themselves.

It was argued that the Council's Strategic Priorities overarch the day-to-day work of the Council, guiding operational behaviour, and that this makes them more difficult to scrutinise than the performance indicators for operational performance. This was given as being particularly true where working with partner organisations. The Council was noted as building effective working relationships with partners, which takes time but leads to better ways to progress towards strategic goals. The Panel asked as to what mechanisms were in place to assess the deliverability of Strategic Priorities and the projects working to further them. The Portfolio Holder for Business and Resources noted that the Strategic Priorities were important parts of a greater whole. He summarised the elements considered within the deliverability assessments used by the Council and stressed that resources, skills and knowledge were necessary in order for the organisation to do this effectively.

To meet the challenge of achieving the Strategic Priorities, key elements included the effective use of delivery boards, appointments to posts and progress reporting.

The Panel requested details of the '100 Homes' project, which had been allocated £20m. Councillor Adam Fox, Portfolio Holder for Housing, explained that the project was for the purchase of 100 residential properties, which would then be transferred into the control of a Council-owned commercial subsidiary company. The properties would be rented out and profits paid back to the Council as a dividend. A report on the project would be taken to Cabinet on 29 January 2020 to detail the process of purchasing the properties. This was seen as an opportunity to increase social housing capacity, outside the Housing Revenue Account, by buying back and refurbishing former Council stock which had been lost through 'Right to Buy' sales, and was an approach being utilised by other local authorities. The properties would then be available to house people on the housing waiting list.

The Panel asked for officers' views on how future funding gaps may be addressed, given the difficult time being experienced by local government. The Interim Head of Finance highlighted that Table A1 of Appendix A of the report showed a comparison between the financial forecast if government funding was maintained, and if it was reduced. It was expected that savings would be sought across a wide range of areas, including fees and charges and partnership spending. Finding additional savings would be demanding, but within the capability of the Council.

The Panel noted that the Council had not been included in past pilot schemes for reforming Business Rates and asked for views as to what Government may be planning for the future. The Interim Head of Finance confirmed that a number of discounts had been announced and that a fundamental review of local government funding, expected for 2021, had been delayed. The Government has, however, affirmed its commitment that local government should move to being fully funded from business rates in the future. The expected 'Fairer Funding Review' was highlighted and was expected to assess the needs of local authorities. New proposals were expected from the Government for 2021-22 and at this stage it was not possible to know whether the Council would benefit from this.

A member of the Panel queried wording in the report relating to the NEGC Project and the release of funding from the Council into NEGC Ltd. The member contended that the wording of the report, in comparison to Appendix C, was looser and did not

rule out NEGC funding if the Planning Inspector rules that the Council's emerging local plan must change. It was argued that it would be sensible not to release this funding until the Planning Inspector approves the Council's local plan. It was further argued that, whilst the report talked of a postponement of the latest issuing of funds to NEGC Ltd, it was more accurate to say that the Council had voted to reject Cabinet's proposal that the funding be issued.

In response, the Portfolio Holder for Business and Resources committed to look at the language used and to ensure consistency in this and confirmed that a flat rejection of the Local Plan by the Planning Inspector would necessitate a rethink and the seeking of a new approach. The Panel noted that Full Council had already directed that a 'Plan B' proposal be worked upon in case the existing Local Plan was not judged to be acceptable by the Planning Inspector.

The Interim Head of Finance was asked to explain if the priorities guiding the Treasury Management Strategy were the same as those given in the previous year. It was explained that prudential limits for borrowing were set each year and that figures did change over time. Elements do, however, remain the same as prudential indicators stay the same.

A Panel member enquired whether the Council was taking best advantage of the low rates of borrowing offered by the Public Works Loan Board (PWLb). The Interim Head of Finance elucidated the Council's approach, which was to only borrow when necessary, rather than to overborrow ahead of need, even when interest rates were low. PWLB rates have risen by 1% and, although this still represents good value, other good options for borrowing are sought when this becomes necessary. The Portfolio Holder for Business and Resources expanded on this to say that the Council used cash balances held to ensure service delivery, with debt carried being within prudential limits. Prudence was balanced with borrowing in order to make progress towards the Strategic Priorities.

RESOLVED that:

- (a) The Panel will further scrutinise the Council's proposed New Strategic Priorities in greater detail once feasibility studies have been carried out and more detailed costings available.
- (b) The Panel will carry out pre-decision scrutiny of the emerging asset-based community development strategy.

RECOMMENDED to CABINET that:

- (a) A report be provided to the Scrutiny Panel on the Council's proposed New Strategic Priorities, once feasibility studies have been carried out and more information and detail is available. This report should, if possible, identify what allocations of funds are being made for work towards achieving each priority.
- (b) More information be provided on the Council's approach to the new Transport Strategy and proposed review of the Waste and Recycling Service, including financial implications, where possible.

248. 2020/21 Housing Revenue Account Estimates and Housing Investment Programme

Darren Brown, Finance Manager (Business Partner), summarised the report and explained that the current Government policy looked for increases in social housing rent levels of CPI+1%. Following four years of 1% rent reductions per year, the Council's Asset Management Strategy was to be reviewed again in 2020, in light of the proposed increase in rent levels. The Panel's attention was drawn to one-off costs, such as that of the project to replace the Capita Housing Management system, which was reaching its end of life. It was confirmed that this had been put out to tender and that there was reasonable certainty that the amount allocated for this project would be sufficient, and include for some staffing costs and a contingency amount.

The predicted HRA debt profile was highlighted, with the expectation that this would increase at the start of the 30-year financial model and then reduce in later years.

Planned workstreams in the Housing Investment Programme were noted, including the restarting of the sheltered housing refurbishment programme, starting with Elfreda House.

Councillor Adam Fox, Portfolio Holder for Housing, answered questions on the £6.5m allocated for acquisitions and explained that this did not relate to the '100 Homes' project, but to a separate use of Right to Buy receipts to buy back former Council housing stock. It was forecast that this would comprise of 31 or 32 properties at an average price of £200k. Owing to property market fluctuations, it was not possible to give a precise forecast as to how many properties it would be possible to acquire.

The view was expressed by the Panel that the '100 Homes' project looked to be a reasonable way to attempt to reduce numbers on the housing waiting list, at an acceptable level of risk to the Council. The Portfolio Holder for Housing explained that funding for this would be sought from pension investment funds, and a new limited-liability corporation was envisaged to oversee the project. It was confirmed that Colchester Borough Homes (CBH) would play a role in managing and maintaining housing stock purchased, as well as fulfilling their role in allocation of properties via the Gateway to Homechoice system.

A Panel member queried whether any engagement exercises had been carried out to survey Council tenants' views as to the proposed rent changes. The Portfolio Holder for Housing informed the Panel that the Council's rent levels and charges were reviewed at the end of 2019 and had been available for scrutiny and challenge by elected members and members of the public.

A challenge was faced by the Council regarding the past need to reduce investment in the Council's stock of housing, as necessitated by four years of mandatory and cumulative reductions in social housing rent levels. This had included the suspension of the sheltered accommodation refurbishment programme. The proposed rent

increase was vital to allow for increased investment in Council properties and extra information was being provided to tenants to explain this. The tenant Board Members of CBH had supported the measures proposed and tenants would experience an improved service as a result.

Councillor Tina Bourne, former Portfolio Holder for Housing, explained that the four years of government-dictated rent reductions had led to a loss of over £140m in the 30-year Asset Management Strategy in place at the time and that tenants had experienced an unavoidable reduction in services as a result, including a reduction in planned maintenance, and an extension of the lifetimes of kitchens and bathrooms. She posited that it was now necessary to increase investment in planned maintenance and noted that the four years of rent cuts had contributed to a number of registered providers being forced out of business.

It was queried whether tenants' views on the concomitant increases in rent and in investment in assets could be assessed by examining future complaint and compliment levels and comparing these to previous years. The Portfolio Holder for Housing confirmed that tenants had shown that they were aware that services had been reduced, following on from the past years of rent reductions.

A Panel member asked if it would be possible to conduct a survey to produce data on tenant views, for the Panel to scrutinise, before the rent increase went ahead. The Portfolio Holder for Housing responded to emphasise the commitment to tenant engagement at CBH which, in addition to ongoing engagement work, included representation on the Company's Board and a biennial comprehensive surveying of the views of a large percentage of tenants and leaseholders. The Portfolio Holder for Housing suggested that the Scrutiny Panel may wish to scrutinise the role played by tenant engagement at CBH as a subject for a future meeting.

The Panel asked if there was any further detail which could be given on future possibilities for work on the Council's housing stock to move the Council towards carbon neutrality. The Portfolio Holder for Housing gave assurance that CBH had been working with the Conservation and Environmental Sustainability Task and Finish Group on this issue. The Council had a good record of working to reduce carbon emissions and increase its environmental sustainability. Retrofitting of existing Council properties to improve their energy efficiency would be expensive, but there were opportunities to reduce emissions, such as the Northern Gateway Heat Network project. New build properties would also be built to be energy efficient, and the Council was evaluating different options, including the Passivhaus standard for energy efficiency, as used by Norwich Council.

RECOMMENDED to CABINET that consideration be given as to ways in which to assess how the proposed increase in rent levels, and the increase in investment in the Council's properties, affects satisfaction levels of the Council's tenants.

249. Climate Emergency Action Plan

Councillor Mark Cory, Leader of the Council, and Rory Doyle, Communities Group Manager, provided an overview of the Action Plan and explained that, following scrutiny by the Panel, it would be presented to Cabinet for approval and then

presented to Full Council. A budget for the work carried out to produce the Plan had been set and further funding would need to be allocated in order to implement the actions laid out within the Plan.

It was highlighted that Friends of the Earth had named the Council as one of the best-performing (in the field of environmental sustainability) in the UK, and that the targets set relating to this sustainability had been met and exceeded. The target for carbon emissions had been met before time, and emission of other pollutants such as glyphosate herbicides, had been terminated or reduced. The Action Plan sets out a target for the Council to become carbon neutral by 2030.

The involvement of the Carbon Trust in informing the Plan was highlighted, and the report's appendices showed a range of information on the Council's carbon emissions and their reduction over recent years. The heating of properties was picked out as the biggest cause of emissions, and the error identified in the calculation of commercial fleet emissions was explained, with assurance given that the Council had still met its reduction target, even with the higher level of fleet emissions than had been originally calculated.

The recommendations within the Plan were explained and future work noted, including work to reduce Scope 3 emissions [emission sources which are outside the Council's direct control, but over which the Council has some influence]. Engagement with stakeholders and partners was judged to be vital in order for the Plan to succeed. In answer to questioning, it was explained that this included emissions from CBH and Colchester Commercial Holdings Ltd. Scoping work was underway to explore ways to reduce emissions from the Council's wholly-owned commercial bodies.

Planning was a key area in which to achieve improvements across the Borough and, along with the Council's approach to waste management, key to mitigate local drivers of climate change and improve community resilience.

The Panel agreed that the majority public view now appeared to be that climate change needed to be addressed. Concern was raised that no budget allocations had been proposed for the different elements of the Action Plan. The Communities Group Manager was asked to indicate when costings would be made public for the elements of the Plan. It was argued that costings data was necessary in order to show deliverability of the actions within the Plan.

It was highlighted that energy usage for Leisure World was included within the report, but without any comparison to similar leisure centres, thus making it impossible to compare its relative efficiency. In answer, the Leader of the Council agreed that almost all swimming pools and leisure centres present challenges to reducing energy usage and carbon emissions, and it was possible that a new-build leisure centre would be needed in the future. Options were available, and the Communities Group Manager informed the Panel that he would be visiting an extremely carbon-efficient new leisure centre, built to the Passivhaus Standard by Exeter City Council and would discuss this with local officers. Similarly, any move to refurbish or replace the Council's Rowan House offices would be expected to cause a reduction in carbon emissions.

The management of fleet contracts was an issue and investigations were to be held to show how, when fleet leasing contracts came to an end, the negotiation of new contracts could insist upon measures which lower fleet emissions.

The Leader of the Council informed the Panel that the Council had carried out two Carbon Management Plans successfully and that the costs of achieving improvements were well understood. An officer had now been appointed who would lay out and show the costs relating to the measures proposed.

The Panel agreed that Climate Change was a crucial issue and that a cultural shift would be necessary for both officers and the public in order to fully address it. Modal shift would need to be promoted within the Council and would need to reflect how the Council then attempts to instil a change in behaviours of members of the public. More information was requested on the use of 'car clubs', and assurance was requested that plastic covers were not being used to protect new trees being planted.

The Leader of the Council confirmed that the tree covers being used were not plastic and were biodegradable. He further agreed that car clubs should be encouraged and incorporated within organisations' travel plans. The Communities Group Manager expanded on this to stress the potential to embed climate-protecting measures in the minds of members and officers of the Council. An air quality project was ongoing and had examined ways to drive behaviour changes.

The Panel discussed the part that Planning Services would need to play in mitigating the impact of development on the climate and considered whether policy reforms could help the Planning team to support work to focus on environmental sustainability and conservation and lay out requirements to be met by planning applications. The Leader of the Council informed the Panel that Karen Syrett, Planning and Housing Manager, had briefed the Task and Finish Group on a range of possible ways to approach this issue. The approaches which could be instigated would depend upon what Government policies and legislation comes forward. Work would be necessary to ensure that local authorities were permitted to refuse low-quality developments with poor environmental ratings. It was noted that there would be merit in the Task and Finish Group working with the Local Plan Committee to examine possibilities.

A Panel member recommended that the approaches of the local authorities in Leeds and Kirklees be examined, where planning policies were used to ensure the provision of electric vehicle (EV) charging points for new build properties. A range of councils had also installed rapid- and fast-charging stations in their municipal car parks. The Leader of the Council agreed to speak to Kirklees Council to gain further information on the approach adopted by that authority but cautioned that differences between councils would need to be taken into account when comparing approaches.

A member of the Panel queried what powers local authorities held with regard to insisting that new residential developments provide EV charging points. The Leader confirmed that the Planning and Housing Manager and her

team had provided information to the Conservation and Environmental Sustainability Task and Finish Group about a range of possible approaches the Council could take in the future, although this would depend upon the Government taking forward legislation in this area. The Council would lobby local MPs to support legislation to give planning authorities the power to ensure that new developments proposed were designed to a higher environmental standard than is currently required. Current legislation and regulations did not allow for this to be required.

The Leader of the Council emphasised the need for new developing communities which were environmentally sustainable, and noted this as being one of the main elements of the NEGC project, which he hoped would be carbon neutral.

The Panel stressed the need to be mindful of measures to combat climate change throughout the full suite of Council policies and procedures and ensure that these support the aims of the Climate Change Action Plan. The Communities Group Manager agreed that there were complex links between different strategies and policies, explaining that the Action Plan had sought to set out as much as possible in one document.

It was noted that not all of the actions within the Plan were for distinct actions, with some being more generalised points directing expected behaviours and actions. The Panel recommended that SMART objectives be set for each action [Specific, Measurable, Attainable, Relevant, and Time-Bound]. The Leader of the Council explained that time would be needed to allow for expansion of the actions within the Plan, as the Task and Finish Group had had limited time to compile the actions, following the collection and assessment of evidence. The Plan contained tangible actions as well as actions to set out further workstreams. It was confirmed that work was underway to set out timescales and targets for completion of actions and funding had been allocated to support this.

RECOMMENDED to CABINET that:

- (a) SMART [Specific, measurable, achievable, relevant and time-based] objectives be set for actions within the Climate Change Action Plan.
- (b) Clarity be sought by Cabinet as to whether the Council may insist on requirements for developers of new residential properties to provide charging points for electric vehicles.

250. Colchester Positive Parking Review: Parking Strategy Pre-Consultation Draft

Councillor Mike Lilley, Portfolio Holder for Communities, Wellbeing and Public Safety, and Richard Walker, Group Manager of the North Essex Parking Partnership (NEPP), introduced the draft Strategy and explained that much of the detail depends upon future Government policy and legislation. Priorities for the Strategy included lowering emissions and reducing negative effects on the environment, whilst supporting improvements for the Town Centre. It was noted that Colchester provided cheaper public parking options than other shopping and visitor destinations in the Region, such as Chelmsford and Ipswich.

Examples of action to instigate changes in consumer behaviour included higher charges for parking between 7am and 9am, to incentivise the use of Park and Ride. Offers on parking were summarised as examples of ways in which parking management had been used to try to better equalise traffic flows in Colchester throughout the day.

The Group Manager summarised the past highlights from the operation of car parking in the Borough and informed the Panel that the Positive Parking Review which had been carried out was only the second to be held in the UK. The role of consultees in driving changes to parking policies was described, the themes of the review were highlighted, and illustrations provided. Current work streams were also covered, including work towards possible future installation of EV charging points in car parks. Finally, the difficulties in managing public perception and expectation regarding parking was described.

A member of the Panel asked whether information was available to show the utilisation levels of the Council's car parks and whether there was any capacity unused. The Group Manager agreed to provide the data on this to the Panel Member, following the meeting, and explained that a key issue regarding capacity was whether car park provision should be built to accommodate the extreme peak times of usage, or to fit average usage levels. There was a balance to be managed between provision and utilisation, with a priority of keeping car use within the core of the Town Centre to a minimum. Current data indicated that car park usage was either staying constant or was increasing. Across the UK, around 150 local authorities had signed up to a positive parking programme and the outcome of this massive data gathering exercise would be available at around Easter this year.

The Panel discussed whether it might be possible to influence shop opening times in order to stagger road use and make it easier for full-time workers to access them. The Portfolio Holder for Communities, Wellbeing and Public Safety informed the Panel that exploratory work had been carried out to find possibilities to influence a change in shop opening times to better match shoppers' preferences and change traffic levels. It would be difficult to bring about such a change to opening times but could improve the usage of Colchester Town Centre. This was being discussed with the Colchester Business Improvement District.

In response to the Panel's questioning on traffic modelling, the Group Manager informed members that modelling had been carried out on specific subjects, such as to show the effect of the parking offers introduced for the Britannia Car Park, and that more wide-scale modelling exercises had been conducted by the County Council.

A Panel member welcomed Recommendation 7, which would simplify payment and allow car park users to pay for the exact time for which they used a parking space. The member queried why the decision had been taken to use the current system of 'pay on entry'. The Group Manager explained that 'pay on exit' systems had been calculated to be ten times more expensive to run than 'pay and display' when

the decision had been taken. Pay and display options had also been more reliable than the alternatives.

A Panel member expanded on earlier comments to say that modal shift away from car usage was an important priority and that, through minor changes to car parks, major changes in individuals' behaviour could be brought about, including a move from car use to public transport. It was asked how the Parking Strategy fitted in with the Climate Change Action Plan and related strategies.

The Portfolio Holder for Communities, Wellbeing and Public Safety agreed that the related issues all needed to be considered together when contemplating changes in policy or strategy. The simple solution would be to increase parking charges, but in isolation this would reduce spending in the Town Centre and cause additional negative consequences. The Panel were informed of ways in which the MiPermit parking system could offer incentives in synergy with Town Centre businesses, through deals and loyalty card schemes.

The Chairman stated that it appeared that slight changes to tariffs would not bring the beneficial results being sought, and that there was a need to improve green links and other alternatives to car use. The Chairman further argued that the Scrutiny Panel did not have the expert knowledge necessary to make substantive recommendations on the Parking Strategy at this point.

The Panel raised concern that Recommendation 3 appeared to suggest that CCTV surveillance would only cover parking spaces subject to a higher, 'gold standard' tariff. The Panel agreed that CCTV coverage should be as wide as possible and not reserved to 'premium' areas of car parks.

The Group Manager answered questions to confirm that the NEPP and County Council were considering whether it would be possible to use workplace levies on employers with large car parks at their corporate premises.

Action planned for the near future included a roll out of more CCTV to cover car parks, an increase in the number of disabled parking bays and an increase in the time allowed for using these, from three hours to five or six. The Portfolio Holder for Communities, Wellbeing and Public Safety also highlighted the need for a second park and ride scheme and informed members that improved cycle storage options were under consideration.

The Panel discussed the need for clarity as to the overall purpose and goals for this strategy and other related documents. Panel members discussed whether a broader document with a wider scope was needed, to lay out a holistic approach towards encouraging modal shift. It was explained that this Strategy had to be limited to focus only on car parks, and their effect on air quality and congestion, as most methods to drive modal shift of road use lay with the Highways Authority, but Panel members noted that it was possible for the Borough Council to influence highways use and that this could be done with the County Council. The Scrutiny Panel agreed to recommend that paragraph three of the Foreword of the 'Easy-read Summary' be deleted, as this gives an impression that the Strategy covers a wider scope of action than it does.

It was stressed that public expectations must be managed, and efforts made to educate the public about the trade-offs between congestion, air quality, car park usage and cost of parking. The positive effects of actions must be stressed.

The Panel agreed that no recommendation would be made on the proposed timetable, and that this should be left for officers to draw up.

RECOMMENDATION to CABINET that Cabinet:

- (a) Considers ways in which to influence shop opening times to ease congestion at current peak times.
- (b) Ensures that CCTV coverage is extended across all car parks.
- (c) Commissions a wider study and report on modal shift.
- (d) Considers pursuing devolution of the Park and Ride scheme.
- (e) Considers ways to manage expectations and provide education on the trade-offs involved between car park pricing, congestion and air quality.
- (f) Directs that paragraph three of the foreword to the 'Easy-read Summary' be deleted.

251. Corporate Key Performance Indicator Targets for 2020-21

The proposed targets were introduced and explained by Councillor Julie Young, Portfolio Holder for Culture and Performance and Deputy Leader of the Council, and Richard Block, Assistant Director (Environment).

The targets for K1B1 (Time in days to process Housing Benefit and Local Council Tax Scheme new claims and changes) had both been tightened, as staff performance had been very good, even whilst welfare changes were introduced.

The target for K1H2 (Affordable Homes Delivered) had been increased by 40.

The target for K1W3 (Weekly Missed [Waste] Collections) had been changed from an integer to a percentage, to take into account the increasing numbers of properties and residents in the Borough. The Panel noted that the proposed target for 2020-21 was stated as 99.94% and that the KPI should either then be renamed to 'Number of weekly completed collections' or the proposed target be changed to '0.06%'

The Assistant Director answered questions on K1W1 (Residual Household Waste per Household) to explain that this target had not been made more challenging, as the target was already a stretching one and that great effort had been needed in order to meet it, whilst giving one of the best performances for a local authority. Ongoing efforts to educate and persuade the public to recycle would be maintained. The expected positive effects of the proposed strategic review of Waste Services were explained, as part of the Administration's drive to keep improving recycling rates.

The Panel noted the target for K1H3 (Full Homelessness Duty Owed). It was stressed that it was not desired for pressure to be put on officers to not accept full homelessness duty except where this duty could clearly be shown to not lie with the Council.

RESOLVED that the Panel had scrutinised the proposed KPI targets for 2020-21, noted the dates in the reporting timetable and was satisfied with these.

252. Colchester Borough Homes Performance Targets 2020/21

The proposed performance targets for CBH were presented by Councillor Adam Fox, Portfolio Holder for Housing, Martin Buddery, Interim Client Services Manager, and Karen Loweman, Director of Operations for Colchester Borough Homes. It was explained that targets were set as part of the Medium-Term Delivery Plan agreed between the Council and CBH and an overview of the range of targets was given.

Regarding the target relating to acceptance of full homelessness duty, the Panel were informed that it had been hoped that Government direction would have been given, but that this had yet to be forthcoming. Likewise, there was not yet any benchmarking data or best practice guidance from the local government sector. The target of 30% had been set based upon last year's performance, as the first full year in which this area of performance had been measured.

The Panel questioned whether the target relating to 'Capital programme elements completed on time (%)' was reasonable, given that this had not been achieved in the past three years. The Director of Operations explained that this workstream was linked to the budget set for CBH and that it was important to carry out all works and use the allocated budget. It is expected that, with an increase in delivery of capital elements recorded, the target for 2019/20 will almost be met by year end.

Answering a question as to why no target had been set for 'Average days to re-let general needs properties' for 2020/21. The Portfolio Holder for Housing explained that this performance area had been focussed on, following the previous contractor withdrawing from the contract, and re-procurement becoming necessary. The Portfolio Holder for Housing informed the Panel that significant work had been carried out to improve performance in this area since then, and that CBH had made good progress and expected to be significantly closer to target performance by year end. The Council and CBH would look to see if the target could be stretched in future years, but more information was first needed to assess the current capacity for performance in this area first.

The Panel welcomed CBH's high performance in customer satisfaction, at 93.1% as of up to Q3 of 2019/20, and queried whether this data was compiled from all tenants or from a range of tenants who had experienced specific types of interaction with the Company. The Director of Operations clarified that the statistic was a cumulative percentage, drawn from a number of different types of the service area's interactions with tenants, which were then weighted in relation to the relative numbers of those interactions being carried out. In addition to this, CBH used the biennial STAR

[Survey of Tenants and Residents] to ascertain satisfaction levels of a significant sample of tenants.

RESOLVED that the Scrutiny Panel had noted and were satisfied with the draft CBH performance targets for 2020/21 and did not wish to raise any recommendations to Cabinet on this item.

253. Work Programme.

RESOLVED that the Work Programme for 2019/20 had been noted and approved.

SCRUTINY PANEL

5 February 2020

Present: - Councillor Davies (Chairman), Councillor Bentley, Councillor Bourne, Councillor Dundas, Councillor Hayter, Councillor Hogg,

Substitutions: - None.

Also present: - Councillor Cory, Councillor King, Councillor Scordis, Councillor Warnes, Councillor J. Young

254. Minutes of Previous meeting

The Chairman confirmed that there were no minutes to approve at this meeting.

255. Task and Finish Groups at Colchester Borough Council

Environmental Sustainability Task and Finish Group

Councillor Cory, Leader of the Council and Chair of the Conservation and Environmental Sustainability Task and Finish Group, introduced the work of his group, which had been formed to propose actions to address the climate change emergency, as declared by Full Council. Its work had included exploration of carbon reduction methods, support for biodiversity and engagement with residents prior to producing an action plan for the Council.

Terms of Reference had been laid down in July 2019 and the Leader then laid out how the Group's work had progressed, including public engagement, consultation of the Carbon Trust and recent publication of a new Climate Change Action Plan.

Some work was still to be done to lay out how the Group's work would continue once the Group disbanded. The issues would continue to require consideration, but it was important for task and finish groups to have a clear end, report and then disband. The groups placed intensive demands on officer and members' time and resources. The Panel considered the merit of converting the Conservation and Environmental Sustainability Task and Finish Group into an ongoing formal panel or committee.

The Leader agreed that if the Group were to be replaced by a formal panel, that panel would need to be given delegated powers, but cautioned that there would also need to be Cabinet buy-in to its work. The Leader informed the Panel that chairing the Group had allowed it to push forward on the Cabinet's priorities, but that a successor panel would be expected to match the political make-up of the Council and would not necessarily be chaired by him, as Leader of the Council.

A Panel member raised concern that the Task and Finish Group may have experienced a conflict between recommending necessary actions, and the consideration of the political ramifications from those actions.

A suggestion came from another Panel member that a new panel could be set up as a sub-committee of Cabinet, and therefore still be chaired and led by the Leader.

The Scrutiny Panel requested, and was given, additional detail on the work of the Group and on the Action Plan it had produced. This included planned action to reduce the Council's direct carbon footprint, and to drive a reduction in the carbon footprint of its wholly-owned commercial companies and from other sources that the Council can influence. Actions laid out included incentivising businesses to lower emissions and setting more stringent licensing conditions. Actions to drive modal shift, such as reducing car use, were presented and it was confirmed that it would be important for the Borough and County Councils to work together on pursuing such actions. Use of the planning system and influencing of staff behaviours would be important elements of the Council's approach.

The Panel considered the resourcing and staffing of committees, panels and groups. It was queried what work was taken on by task and finish groups that could not be carried out by the existing formal committees and panels. The Leader explained that task and finish groups made it easier for full and frank discussions to be held without partisan political considerations stifling debate. Furthermore, these groups allowed for swifter consideration and action on issues. If the Environmental Sustainability Task and Finish Group was replaced by a formal panel or committee, the Leader suggested that the number of task and finish groups should in the future be limited to one at most, at any given time.

The Panel emphasised the need to ensure that environmental and climate change issues and actions are embedded throughout the Council and not just left to a single panel or committee to take on. The Leader agreed that this was an important consideration, and that changes had already begun to embed environmental considerations across the organisation. This was not a stand-alone subject and so must be widely embedded across the Council.

The Panel discussed the new requirement for environmental implications to be considered and listed in every formal report brought forward for decision. It was suggested that reports with major environmental implications could be sent to a new environment panel or committee for consideration. Rory Doyle, Assistant Director (Environment) informed the Panel that a tool was being produced to help officers identify and consider environmental implications. There was a great potential for environmental impacts and considerations to produce a high volume of work. The Leader emphasised that it would be important for the Scrutiny Panel to also consider scrutinising items with major environmental implications.

It was noted that the Scrutiny Panel could recommend that a dedicated formal environment committee or panel scrutinise certain reports or issues and form recommendations where technical environmental or conservation matters were prominent factors.

The duties, powers and remit of an environment panel would need to be set out in its terms of reference. The Leader welcomed the Scrutiny Panel's views on appropriate terms of reference for the proposed new panel or committee, once options are drafted up. Scrutiny of a range of possible options for terms of reference and

structure would be welcomed. The suggestion was again made that the panel should be set up as a Cabinet sub-committee, potentially reporting to Full Council and led by the Leader, to emphasise the importance of the subjects it would oversee.

The Revolving Investment Fund Committee (RIF) was discussed as an example of an existing Cabinet sub-committee. The RIF oversaw management of key projects and it was noted that a past request for its finance reports to be brought to the Scrutiny Panel had not yet been carried out. It was noted by a Panel member that the RIF had not been visible or well-publicised and argued that it would be better to form a full official environment panel or committee which could be publicised.

Councillor King, Portfolio Holder for Business and Resources, gave an overview of the RIF and explained that there were ways in which its operation could be improved. He pledged to ensure a report was presented to Scrutiny Panel on the RIF's operation, budget, oversight and works, covering what had been requested. He reiterated the need to embed environmental considerations fully in the Council's operations and acknowledged that local authorities were often slow to act, but that the Council needed to act now on this to ensure that this happened.

A member of the Panel expressed the wish to see a new panel set up to include climate change, but to have a wider remit to examine and make recommendations to tackle all forms of inequality, especially issues which primarily affect those suffering from deprivation. They voiced the concern that it was important to show environmental credentials, but that it was also important to tackle issues which affected residents in their day-to-day lives. The Leader gave assurance that the Cabinet maintained an approach to ensure that inequality was addressed through actions and services across the Council. Examples were provided.

The Panel considered whether it should examine approaches from other local authorities before making recommendations to Cabinet on how to proceed. It was decided that this was not needed and that, given the nature of the climate crisis, it was important to act swiftly. The Leader and Portfolio Holder for Business and Resources both agreed that action needed to be swift, but that a balanced approach was needed, to ensure that punitive measures against harmful behaviours were balanced by incentives for using 'green' alternatives. Such alternatives must be provided, and it was emphasised that the Council would need to avoid punishing residents who could not afford raised prices, or access green alternatives. It was stressed that additional panels and meetings must lead to action, otherwise they would be judged to be failures.

Heritage and Tourism Task and Finish Group

Councillor Lee Scordis, as Deputy Chair of the Group, presented the Group's origin, record of work and recommendations made. Outcomes included improvements to heritage lighting, action relating to Gosbecks Archaeological Park and improved signage to tourism assets. Councillor Scordis described the positive, cross-party nature of the Group's meetings, which were usually attended by the Portfolio Holder for Culture and Performance.

The Panel praised the outcomes which had come from the Group but stressed the importance of such groups being focused on their objectives and then concluding. A

Panel member noted that the topics discussed and actions resulting from the Group's work were all within the remit of the Portfolio Holder for Culture and Performance; it was asked why it was necessary for a task and finish to be operated in order to instigate such actions. Councillor Julie Young, Portfolio Holder for Culture and Performance and Deputy Leader, explained her view of the added value from the Group. This group arose from specific interests from a group of members, with the group formed to work with Cabinet to examine issues and options.

The Panel were informed that there remained work to do, including the need to draft a heritage strategy, which this task and finish group could focus upon. It was agreed that the Group had been unwieldy and could be improved, with problems which included vagueness about budgets to carry out recommendations which are accepted. The Panel considered whether task and finish groups should be given powers to direct and order actions rather than only make recommendations.

Lucie Breadman, Assistant Director – Communities, emphasised the need to set clear end dates for groups in order to focus minds and avoid ongoing, drawn out work which is resource intensive and delayed action. Worthwhile discussions had been held, but more focus would help ensure delivery and conclusion of the Group's work. The Panel agreed that it was necessary to be clear about goals and timeframes for group operations.

Councillor Scordis confirmed that difficulty had been caused by the need to replace the original Chair, that no end date had been set for the Group and that this was needed. It was currently more of a 'task and commencing' group with a goal that was seen to be vague and a danger of the group pursuing tangentially-related subjects. Positive points had included the absence of party politics from discussions and tangible improvements to the use of heritage assets. It was suggested by one member of the Panel that this had been more of an advisory panel than a task and finish group, as the subject matter was ongoing. It was further suggested that the Leader of the Council consider whether to succeed this group with an ongoing advisory body, which could continue to consider the issues and make recommendations, but which would be less resource intensive and therefore be less restricted by the limits of finite resources and time of officers and members.

The Panel considered the reasons for setting up task and finish groups and the need for scoping documents and terms of reference to clearly reflect the reasons for their formation. It was stated that the objective set for this particular group was open-ended and would never be completed, and so it did not seem to work effectively as a task and finish group.

The Portfolio Holder for Culture and Performance answered questions asked about the potential future for the Claudius Gateway, as discussed by the Group. The Portfolio Holder informed the Panel that the Council was working with the owners of the building, Flying Trade Group/Surya, to find a solution to make best use of the premises. The implications of the Council potentially moving its visitor centre from Hollytrees Museum to the site had been investigated, but this would not be sustainable as both sites would then need to be staffed. Another option was to increase museum ticket prices, but this had been ruled out as it would reduce visitor

numbers and reduce secondary spending on gifts. The Council had offered to help find a new tenant for the café premises but could take on the premises itself.

Questions about the Group and an associated budget were answered by the Assistant Director – Communities. The Administration had ring fenced an amount of New Homes Bonus money to fund heritage projects in general, which included but was not limited to recommendations from the Heritage and Tourism Task and Finish Group. This had now all been spent on tourism and heritage projects.

The Portfolio Holder for Business and Resources informed the Panel that the Council's new Strategic Priorities included one relating to heritage. The Task and Finish Group had been effective at generating ideas but needed a timeline and clear conclusion date. He stressed that the setting and timing of task and finish groups was of great importance, to ensure that the recommendations and/or conclusions of the group could be examined, and action timelines and budgets calculated as part of the Council's budget-setting process, within the annual budget cycle. This cycle could be used to guide how groups' timelines and end dates are scheduled.

Alternative Methods of Service Delivery Task and Finish Group

Councillor Martyn Warnes, Chair of the Task and Finish Group, set out the achievements of the Group and highlighted learning points, including the disparity between expectations of the Group and difficulties caused by under-resourcing and lack of budget, which prevented the commission of studies or consultancy.

The Group had been running for nearly two years, deciding to concentrate on 'social value' in its first year, building upon previous work at the Council, and this was followed by investigations into alternative service delivery.

The work of the Group on development of social value policies for the Council was described, with a range of social value indicators, based upon government guidance for setting such measures. This included use of the National TOMs Framework [Themes, Outcomes and Measures] which provides a way for purchasing organisations to measure social value outcomes in the procurement of contracts. The Group had sought a way to develop use of these through a social value online portal, however this had been put on hold awaiting the conclusion of a government review of the TOMs Framework. The 'Themes, Outcomes and Measures' drafted for Colchester were also being adapted to fit the evolving strategic priorities of the Council. Once live, the online portal would help the Council's contractors to deliver on social value commitments.

The Group had also investigated ways to improve the Council's funding of organisations providing social value, and ways to increase social value generated by housing, fleet management, adaption provision and waste services.

The Group had looked at options for the provision of Council services by mutual and co-operative organisations. This had led to a consideration of options for providing community transport services

Councillor Warnes recommended that any task and finish group set up be provided with sufficient resources and officer support to allow it to effectively operate, and

furthermore that care is taken to ensure some groups don't monopolise resources to the detriment of others. The Group had only been able to meet roughly every three months and only had one officer staffing it, for the most part. The Group had set its objectives to realistically match the resources at its disposal and concentrated on specific and manageable subjects.

Councillor Warnes also recommended that task and finish groups should always set in place a work programme to set the direction of the group and lay out the deadlines to meet regarding the reporting of conclusions and recommendations.

A Panel member noted the difference between this group and the other task and finish groups in operation and asked if the Group would achieve what it aimed to achieve by the end of 2019-20. Councillor Warnes explained that much had been done, especially regarding the examination of social value indicators. It was now for officers to progress and embed what the Group had laid out. The Group had looked at a number of options for alternative service provision and contracts, but Cabinet had indicated that they did not want a further review and changes in certain areas, on top of earlier changes which had already been made. The Group, therefore, decided to focus on investigation of ways to provide community transport services.

A Panel member noted that the feedback from Group members posited the view that the Group had done good work but had been set up without specificity or clarity of purpose, or the resources necessary for its work, and without clear and deliverable terms of reference. The Panel drew attention to a lack of visibility, amongst elected members, of the Group and its work. A suggestion was put forward that all task and finish groups should be advertised to all member, and for all members to be permitted to attend their meetings as guests.

Dan Gascoyne, Chief Operating Officer, thanked the Panel for the points made and agreed that clarity of aims was vital for task and finish groups. More resources would have helped this particular group, but further useful recommendations and conclusions are expected to be produced before the Group is dissolved.

The Panel cited the issues raised as evidence of the need for task and finish groups to be planned effectively, with all key details and information laid out before they start to operate. It was suggested that the Leader of the Council should consider whether the Alternative Methods of Service Delivery Task and Finish Group might be replaced by an advisory panel on improving service delivery. The Portfolio Holder for Business and Resources cautioned that the Group had made important progress but that its work shouldn't be extended if it had reached a natural conclusion. A Panel member then requested that thought be given as to how any innovative new ways of working identified could be spread to all parts of the Council and also be adopted by Colchester Commercial Holdings Limited (CCHL).

The Panel considered whether elements of this task and finish group's work could be taken up for consideration by the Council's Policy and Public Initiatives Panel, but it was felt that this work was more focused on operational delivery of services, rather than on policy.

The Panel highlighted the need to improve the way in which future task and finish groups are designed and commenced. Members expressed a preference for the idea of the Council adopting a protocol for scoping and setting up groups, as shown in the example protocols provided as background documents. In particular the scoping documents used by Stratford Upon Avon and [check other] were highlighted as examples of good practice. It was argued that, currently, some task and finish groups did not have clear terms of reference and suffered from vital questions not being asked and answered at their outset.

The Panel discussed whether members wished to formally recommend that the Council only operate a maximum of one task and finish group at any given time. It was confirmed that, currently, all formal committees and panels, as well as Full Council, could constitute ad-hoc groups (such as task and finish groups).

RECOMMENDED to CABINET that:

- (a) A thorough protocol and scoping document be introduced to be followed when future task and finish groups are established, following the style of example protocols from Stratford-on-Avon and Somerset Councils.
- (b) A maximum limit of one task and finish group to be in operation at any given time within the Council.
- (c) A firm finish date be set for the Heritage and Tourism Task and Finish Group, and the Portfolio Holder for Culture and Performance to consider how the advisory elements of the Panel's work could be delivered in future.
- (d) The Conservation and Environmental Sustainability Task and Finish Group be succeeded by a sub-committee or panel of Cabinet, and further consideration be given to the terms of reference, membership and reporting arrangements of such a Panel.
- (e) The recommendations and conclusions of the Alternative Methods of Service Delivery Task and Finish Group to be added to the work of a panel, to explore and consider implementation and delivery options.
- (f) Sufficient resources, officer support and budget are provided to any new task and finish group so as to allow it to effectively achieve its objectives.
- (g) Future Task and Finish Groups be focused on delivery and their work be timetabled to fit in with the Council's decision making and budget timescales.
- (h) The meetings and output of all task and finish groups should be publicised to all members of the Council, and for all members of the Council to be invited to attend and observe the meetings of all such groups.

256. Work Programme.

RESOLVED that the Work Programme for 2019/20 be noted and approved.

Scrutiny Panel

17 March 2020

Item

11

Report of	Assistant Director for Corporate and Improvement Services	Author	Owen Howell
Title	Review of paperless working for Scrutiny Panel		☎ 282518
Wards affected	Not applicable		

1. Executive Summary

- 1.1 Scrutiny Panel has now operated using digital agendas for several years. This item has been tabled to allow members of the Panel to give their views on this way of working, raise any benefits or issues they have experienced and make suggestions for potential improvements to arrangements currently in place. The Panel will then decide whether there is feedback that it wishes to give on its use of digital agendas.

2. Action Required

- 2.1 To consider the operation of paperless meetings by the Scrutiny Panel, the benefits and possible drawbacks of this current way of working and whether there are ways to make further improvements.

3. Reason for Scrutiny

- 3.1 On 29 August 2019, Scrutiny Panel resolved to hold a review of its move to paperless/ 'digital by default' meetings and scheduled this for March 2020.

4. Background Information

- 4.1 At its meeting on 19 July 2016, Scrutiny Panel were informed that the Council was seeking to increase its use of digital agendas for formal meetings of Committees and Panels.
- 4.2 On 7 March 2017, as part of the Review of Meetings and Ways of Working, Governance and Audit Committee recommended that the Scrutiny Panel be asked, alongside the Committee and Revolving Investment Fund Committee, to trial the use of digital agendas for its formal meetings. The Scrutiny Panel agreed to participate in this trial and has continued to use digital meeting documents by default ever since.
- 4.3 The provision and use of agendas in digital format (rather than paper) has now become the default option for councillors attending formal meetings in rooms which permit this (such as the Grand Jury Room). This encompasses all routine meetings of the Council's Committees and Panels, except Full Council and Planning Committee. This means that the assumption is that councillors will not be provided with a hard copy agenda and that members will access their papers online through the Council's website or the MyCMIS app.
- 4.4 It is acknowledged that the move to digital agendas has sometimes been challenging and involved a culture change for councillors and officers. Some councillors have indicated a preference to continue to receive hard copies of agendas and the Democratic Services team does accede to these requests.
- 4.5 Regarding printed agendas for people wishing to attend and observe a meeting, one hard copy is always available for members of the public. Experience has shown that the demand for paper copies has lessened over recent years and that members of the public are increasingly accessing meeting papers digitally using their personal devices.
- 4.6 To assist councillors in switching to use digital agendas, arrangements were made for the Council to lend iPads to those councillors who required a suitable device. There are currently six iPads out on loan for this purpose.
- 4.7 The Democratic Services team provide equipment, such as portable charging points and power leads, to ensure that councillors are able to power their devices during the course of meetings. Digital agendas downloaded to councillors' devices via the MyCMIS app, either prior to or at meetings, remain accessible even in the event of a potential failure of the Council's Wi-Fi. These measures greatly mitigate any risk that IT failures may interrupt or delay meetings where digital agendas are in use.
- 4.8 To evidence the positive financial effect that the use of digital agendas has had, Fig. 1 (below) shows the reduction in councillors' printing costs incurred by the Council since the move to digital agendas for most Committee and Panel meetings:

Figure 1: Councillors' printing costs incurred by the Council

Municipal year	Year-end total for printing costs
2015-16	£21,633.72
2018-19	£6,649.26

This shows a reduction in annual printing costs of £14,984.46 since the use of digital agendas was introduced, a reduction of 69%. Whilst there are other factors which may also have influenced the decrease in costs to a minor extent, the introduction of digital agendas has been by far the most significant driving factor influencing the reduction in printing.

Scrutiny Panel Review of digital/paperless meetings

- 4.9 On 29 August 2019, Scrutiny Panel resolved to hold a review of its paperless/digital by default working in March 2020, to collect all points or recommendations that the Panel may wish to make.
- 4.10 Prior to this meeting, Panel members were sent a brief questionnaire to gather views regarding the current arrangements and provision of agendas and meeting documents. The anonymised results and feedback from this questionnaire can be found in Appendix A of this report.
- 4.11 Panel members are asked to discuss their experiences of working digitally, both in preparation for Panel meetings and at meetings themselves.
- 4.12 Overall responsibility for governance arrangements at meetings lies with the Governance and Audit Committee. The Panel may also wish to note that a report will be submitted to the Governance and Audit Committee on 10 March providing an update on the Review of Meetings and Ways of Working. This will include an update on the position on digital agendas more generally across all the Council's Committee and Panels. The outcome of this meeting will be reported to Panel at the meeting.
- 4.13 Issues the Panel may wish to consider in its review include
- Ways to improve the current system for providing and using digital agendas and other meeting documents.
 - Ways in which the use of digital agendas has allowed for more flexible working (e.g. accessing meeting documents on personal devices whilst out and about)
 - Issues which have been encountered by members and ways to address any problems regarding the use of digital agendas.
 - Whether the Panel wishes to state a view as to whether the use of digital agendas (instead of printed agendas) has a positive effect on the Council's work to further its Strategic Priorities and achieve its agreed goal of carbon neutrality by 2030.
 - Ensuring accessibility to meeting agendas and background papers for both councillors and for members of the public.
 - Whether current support offered to councillors is sufficient.

5. Equality, Diversity and Human Rights implications

- 5.1 Whilst several Committees and Panels of the Council operate using digital agendas by default, the Council is mindful that it must ensure that all members can participate fully in meetings and therefore members may request a printed copy of an agenda (e.g. where health or accessibility considerations make this necessary).
- 5.2 A single printed copy of each meeting agenda is produced and placed in the public seating area for each Panel meeting. Over recent years, experience has

shown that the number of members of the public accessing meeting documents via the Council's website has increased and demand for printed copies in meetings has lessened.

6. Standard References

- 6.1 There are no particular references or implications relating to consultation considerations or community safety and health and safety, however councillors should consider whether such implications may arise from any recommendations which they may be minded to make.

7. Strategic Plan References

- 7.1 This item has implications for the following objectives of the [Strategic Plan 2018-21](#):
- Promote responsible citizenship by encouraging residents to get involved in their communities and to identify solutions to local issues
 - Promote green technologies through initiatives such as SMART Cities

8. Publicity Considerations

- 8.1 The use of digital agendas, and reductions in printed materials, can help the Council evidence and emphasise its commitment to achieving carbon neutrality by 2030 and influence other organisations and members of the public to adopt ways of digital working to reduce their carbon footprints.

9. Financial implications

- 9.1 See Figure 1, in section 4.8 of this report, for evidence of the financial benefits relating to the use of digital agendas and paperless working.
- 9.2 There is a minor cost implication relating to the provision of iPads on loan to members who require them. Each iPad costs approximately £340 for the Council to purchase.

10. Risk Management Implications

- 10.1 Mitigations have been put in place to provide strong assurance that major system failure would not prevent meetings from proceeding, where digital agendas are in use. Digital agendas can be downloaded to devices prior to meetings or accessed using the dedicated Wi-Fi hotspot available for meetings at the Town Hall. This hotspot is not linked to the Council's Wi-Fi networks and operates independently, giving two options for members seeking a Wi-Fi connection. The ability to access meeting documents via the Council's website and the MyCMIS app, and to download these on to devices prior to meetings, likewise mitigates the risk that a failure of Wi-Fi may impede the ability for meetings to proceed.
- 10.2 Charging points are made available for members' use during meetings, mitigating the risk of device failure. This would not be available in the event of a general power failure. Such an occurrence is, however, likely to cause any meeting to be adjourned for a later date, in any case.

- 10.3 The use of digital agendas mitigates the risk of excluded information accidentally being released into the public domain. Printed copies of confidential reports can potentially be left out or lost, whilst digital copies, accessed via personal devices, are significantly more secure, usually requiring two-factor authentication to access (i.e. password/PIN to unlock the device, and then password or PIN verification required in order to log in to MyCMIS or to access confidential papers via the Council's website).
- 10.4 Information and data security are particularly important, given the increase in the commercial activities of the Council and its commercial bodies, and the likely increase in volume of documents and reports relating to these activities. The potential loss of confidential or personal information relating to partner organisations, clients or members of the public represents a reputational, legal and financial risk for the Council.

11. Environmental and Sustainability Implications

- 11.1 The Council has declared a Climate Emergency and has committed to becoming carbon neutral by 2030. The reduction in printing and despatching of meeting agendas has a positive effect on the Council's carbon reduction efforts and makes it more likely that carbon neutrality will be achieved.

Appendices

Appendix A – Responses by Scrutiny Panel members to circulated questionnaire on digital working.

Background Papers

[Colchester Borough Council Strategic Plan 2018-21](#)

Scrutiny Panel members' responses to questionnaire on digital working

NB Question 1 was for the name of the respondent and so answers to it will not appear in this appendix.

2. How do you usually read your Scrutiny Panel meeting documents when preparing for meetings?

[More Details](#)

● Council webpages and PDFs	2
● MYCMIS (Device App/program)	1
● Mixture of the above	1
● Print-out of PDF	1



3. How do you usually read your Scrutiny Panel meeting documents during meetings?

[More Details](#)

● Council webpages and PDFs	2
● MYCMIS (Device App/program)	1
● Mixture of the above	2
● Print-out of PDF	0



4. What device/s do you use to access your meeting documents for preparation and for meetings? (Please specify type and make of devices, e.g. PC, Tablet, Apple iPad, iMac, Amazon tablet reader, smartphone etc.):

5 Responses

ID ↑	Name	Responses
1	anonymous	PC, iPad
2	anonymous	Apple iPad
3	anonymous	Windows Surface Pro
4	anonymous	Laptop or Smartphone
5	anonymous	Apple iPad

5. What do you like about using digital agendas? Please let us know any ways in which going paperless has helped you prepare for and participate in the Panel's work.

5 Responses

ID ↑	Name	Responses
1	anonymous	Less waste, easier to navigate the document during the meeting.
2	anonymous	OK for small agendas. No good when reference papers are half the subject heading.
3	anonymous	I liked the bookmarking when I used my old iPad, but have not been successful in downloading CMIS app onto Surface Pro
4	anonymous	Far easier to transport around. Saves wastage. Most of my working life has been paperless, so it hasn't been difficult for me to adapt. It's far easier to search a page number or item on my laptop rather than flicking endlessly through pages.
5	anonymous	If it's a small agenda, the MYCMIS app is OK. I haven't noticed any particular benefits, other than less paper being used.

6. How easy do you find it to access and use your meeting agendas digitally via CBC website or MyCMIS?

[More Details](#)

Very easy	3
Fairly easy	2
Somewhat difficult	0
Very difficult	0
Impossible	0



7. Please explain the answer you have given to the previous question and give details of any specific issues that you have encountered which makes it more difficult to use digital agendas compared to paper.

4 Responses

ID ↑	Name	Responses
1	anonymous	No issues, I find it very easy.
2	anonymous	Budget papers are a bit difficult digitally, so if there is anything I am specifically going to refer to I print out a hard copy of a couple of pages. I set up the tabs and flick between agenda and items and appendices with ease
3	anonymous	It is not more difficult, in any way.
4	anonymous	When I go onto the MYCMIS app, the papers are there, which is useful. I find it difficult and not user-friendly to annotate the agenda, and it's difficult to actively chair a meeting and quickly turn to the pages on which I have questions/comments.

8. Are there any ways in which the Panel's paperless working can be improved? (These could be changes to the way in which officers provide documents, or suggestions we can make to CMIS for improving their services.)

4 Responses

ID ↑	Name	Responses
1	anonymous	I don't have any issues so I don't see any obvious ways to improve the current system.
2	anonymous	I need to download CMIS onto my Surface Pro. I am currently using the Digital Sticky Notes to write my questions and comments on
3	anonymous	Potentially hyperlinks on the agenda that would take us straight to an item, rather than having to scroll down. Especially if some cllrs are unable to use the Ctrl+F function to search
4	anonymous	I think it would be helpful for the chairman of the meeting to have a paper copy of the agenda to make it easier to actively chair the meeting and also take part.

5 February 2020

Report of	Assistant Director – Corporate and Improvement Services	Author	Owen Howell
Title	Work Programme 2019-20		☎ 282518
Wards affected	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 approve the contents of the Work Programme for 2019-2020.
- 2.2 The Panel is asked to approve the rescheduling of the Colchester Business Improvement District (BID) from March 17 into the 2020-21 municipal year.

3. Background Information

- 3.1 The Panel's work programme evolves as the Municipal Year progresses and items of business are commenced and concluded. At each meeting the opportunity is taken for the work programme to be reviewed and, if necessary, amended according to current circumstances. The current work programme for 2019-20, is included at the end of the report.
- 3.2 The Forward Plan of Key Decisions is included as part of the work programme for the Scrutiny Panel, and this is included an **Appendix A**.
- 3.3 The Colchester BID had been due to present to the Panel on 17 March, however they have confirmed that they are now unable to attend. Their availability for the Panel's meeting on 9 June is currently being sought.

4. Standard References

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

5. Strategic Plan References

- 5.1 Good governance is integral to the delivery of the Strategic Plan's priorities and direction for the Borough as set out under the four themes of growth, responsibility, opportunity and wellbeing.

- 5.2 The Council recognises that effective local government relies on establishing and maintaining the Public's confidence, and that setting high standards of self-governance provides a clear and demonstrable lead. Effective governance underpins the implementation and application of all aspects of the Council's work.

Appendices

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

Work Programme for 2019/20

Scrutiny Panel meeting - 11 June 2019
Scrutiny Panel Chairman's briefing – 6 June 2019
<ol style="list-style-type: none"> 1. North Essex Garden Communities 2. Financial Monitoring Report End of Year – 2018/19 3. Capital Expenditure Monitor 2018/19 4. Year End 2018/19 Performance Report including the Strategic Plan Action Plan 2018-21 5. Work Programme 2019-20
Scrutiny Panel meeting - 16 July 2019
Scrutiny Panel Chairman's briefing – 11 July 2019
<ol style="list-style-type: none"> 1. 2020/21 Budget Strategy, Medium Term Financial Forecast and Budget Timetable 2. Treasury Management – Annual Report 3. Annual Scrutiny Report 4. Bus Review: Further Actions. 5. Work Programme 2019-20
Scrutiny Panel meeting - 6 August 2019
Scrutiny Panel Chairman's briefing – 1 August 2019
<ol style="list-style-type: none"> 1. Review of Colchester Borough Homes Performance 2018/19 2. Colchester Business Improvement District 3. Work Programme 2019-20
Scrutiny Panel meeting – 29 August 2019
Scrutiny Panel Chairman's briefing – 27 August 2019
<ol style="list-style-type: none"> 1. Pre-scrutiny of draft NEGC Ltd Business Plan 2. Work Programme 2019-20
Scrutiny Panel (Crime and Disorder Committee) - 12 September 2019
Scrutiny Panel Chairman's briefing – 5 September 2019
<ol style="list-style-type: none"> 1. Safer Colchester Partnership (Crime and Disorder Committee) 2. Work Programme 2019-20

Scrutiny Panel – 15 October 2019
Scrutiny Panel Chairman's Briefing – 10 October 2019
<ol style="list-style-type: none"> 1. Local Council Tax Support – Year 2020/21 (Provisional) 2. Business Rate retention and future arrangements. 3. Work Programme 2019-20
Scrutiny Panel meeting - 12 November 2019
Scrutiny Panel Chairman's briefing – 7 November 2019
<ol style="list-style-type: none"> 1. 2019-20 Revenue Monitor, period April – September 2. 2019-20 Capital Monitor, period April – September 3. Colchester Borough Council's approach and preparations for Brexit 4. Work Programme 2019-20
Scrutiny Panel meeting - 10 December 2019
Scrutiny Panel Chairman's briefing – 4 December 2019
<ol style="list-style-type: none"> 1. Half Year 2019 - 2020 Performance Report including progress on Strategic Plan Action Plan 2. Budget Strategy for 2020-21 3. Colchester Commercial Holdings Ltd 4. Work Programme 2019-20
Scrutiny Panel meeting - 28 January 2020
Scrutiny Panel Chairman's briefing – 23 January 2019
<ol style="list-style-type: none"> 1. 2020-21 Revenue Budget, Capital Programme, Medium Term Financial Forecast, Housing Revenue Accounts Estimate and Housing Investment Programme (Pre-scrutiny of Cabinet Decision) 2. Treasury Management Investment Strategy 3. Pre-scrutiny of the Environmental Sustainability Task and Finish Group reports to Council and Cabinet 4. Pre-decision scrutiny of the Council's draft Parking Policy 5. Corporate Key Performance Indicator Targets for 2020-21 6. Colchester Borough Homes: Key Performance Indicator Targets for 2020-21 7. Work Programme 2019-20
Scrutiny Panel meeting – 5 February 2020
Scrutiny Panel Chairman's briefing – 30 January 2019
<ol style="list-style-type: none"> 1. Scrutiny of Task and Finish Groups 2. Work Programme 2019-20
Scrutiny Panel meeting - 17 March 2020
Scrutiny Panel Chairman's briefing – 12 March 2019
<ol style="list-style-type: none"> 1. Colchester Business Improvement District 2. North East Essex Health and Wellbeing Alliance 3. Paperless working – Scrutiny Panel report to Cabinet 4. Work Programme 2019-20

Scrutiny Panel (Crime and Disorder Committee) – 23 March 2020
Scrutiny Panel Chairman's briefing – 18 March 2020
<ol style="list-style-type: none">1. Safer Colchester Partnership (Crime and Disorder Committee)2. Work Programme 2019-20

COLCHESTER BOROUGH COUNCIL

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

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

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

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

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

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

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

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

If you need help with reading or understanding this document please 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)
Award of Contracts for Network Asset Builds under Local Full Fibre Network Fund Implementation	Yes	March 2020	<p>Ian Vipond, Strategic Director for Policy and Place, in consultation with Councillor David King, Portfolio Holder for Business and Resources.</p> <p>Delegated authority was granted by Cabinet at its meeting on 20 November 2019 – see minute 396.</p> <p>Please contact via Democratic Services (01206) 507832 email: democratic.services@colchester.gov.uk</p>	Officer report	<p>Andrew Tyrrell Client Services Manager 01206 282390 Andrew.tyrrell@colchester.gov.uk</p>
The award of contracts for utility (Mains electrical supply) works related to “The Walk” and Colchester Northern Gateway	Yes	March 2020	<p>Portfolio Holder for Commercial Services, Councillor Theresa Higgins</p> <p>Please contact via Democratic Services (01206) 507832 email: democratic.services@colchester.gov.uk</p>	Portfolio Holder report	<p>Andrew Tyrrell Client Services Manager 01206 282390 Andrew.tyrrell@colchester.gov.uk</p>

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Award of contract for leased ICT equipment under Delegated Authority	No	March 2020	Portfolio Holder for Business and Resources, Councillor David King Please contact via Democratic Services (01206) 507832 email: democratic.services@colchester.gov.uk	Portfolio Holder report	Kieran Johnston Strategic ICT Manager 01206 507880 Kieran.johnston@colchester.gov.uk
Appointment of Supplier for Internal Audit Services for the period 1 April 2020 to 31 March 2023	No	March 2020	Portfolio Holder for Business and Resources, Councillor David King Please contact via Democratic Services (01206) 507832 email: democratic.services@colchester.gov.uk	Portfolio Holder report	Hayley McGrath Corporate Governance Manager 01206 508902 Hayley.mcgrath@colchester.gov.uk

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Update on Turnstone Development at Northern Gateway	Yes	11 March 2020	Cabinet (Cllrs Cory, J Young, Fox, Goss, Higgins, King. Lilley and Luxford Vaughan) Please contact via Democratic Services (01206) 507832 email: democratic.services@colchester.gov.uk	Cabinet report	Ian Vipond Assistant Director, Policy and Place 01206 282717 ian.vipond@colchester.gov.uk
Annual Review of the Business Plans of Council's Wholly Owned Business Plans	Yes	11 March 2020	Cabinet (Cllrs Cory, J Young, Fox, Goss, Higgins, King. Lilley and Luxford Vaughan) Please contact via Democratic Services (01206) 507832 email: democratic.services@colchester.gov.uk	Cabinet report	Andrew Tyrrell Client Services Manager 01206 282390 Andrew.tyrrell@colchester.gov.uk

KEY DECISION REQUIRED	DOES DECISION INCLUDE EXEMPT INFORMATION (or information defined by the Government as Confidential)	DATE OF DECISION or PERIOD DECISION TO BE TAKEN	DECISION MAKER (title and name, including Cabinet, portfolio holders and officers)	DOCUMENTS SUBMITTED OR TO BE SUBMITTED TO DECISION TAKER TO CONSIDER (and from where they are available)	CONTACT DETAILS FROM WHICH DOCUMENTS CAN BE OBTAINED (name of the authors of the reports)
Fleet Procurement	No	11 March 2020	<p>Cabinet (Cllrs Cory, J Young, Fox, Goss, Higgins, King. Lilley and Luxford Vaughan)</p> <p>Please contact via Democratic Services (01206) 507832 email: democratic.services@colchester.gov.uk</p>	Cabinet report	<p>Rosa Tanfield Group Manager Neighbourhood Services 03300 538047 Rosa.tanfield@colchester.gov.uk</p>
Review of Operation and Fees, Colchester Charter market	No	11 March 2020	<p>Cabinet (Cllrs Cory, J Young, Fox, Goss, Higgins, King. Lilley and Luxford Vaughan)</p> <p>Please contact via Democratic Services (01206) 507832 email: democratic.services@colchester.gov.uk</p>	Cabinet report	<p>Rosa Tanfield Group Manager Neighbourhood Services 03300 538047 Rosa.tanfield@colchester.gov.uk</p>

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Request for Delegated Authority for the Award of HRA Contracts 2020	No	11 March 2020	<p>Cabinet (Cllrs Cory, J Young, Fox, Goss, Higgins, King. Lilley and Luxford Vaughan)</p> <p>Please contact via Democratic Services (01206) 507832 email: democratic.services@colchester.gov.uk</p>	Cabinet report	<p>Clare Lawrance Client Asset Manager 01206 282506 Clare.lawrance@colchester.gov.uk</p>
Better Colchester Strategic Plan	No	11 March 2020	<p>Cabinet (Cllrs Cory, J Young, Fox, Goss, Higgins, King. Lilley and Luxford Vaughan)</p> <p>Please contact via Democratic Services (01206) 507832 email: democratic.services@colchester.gov.uk</p>	Cabinet report	<p>Dan Gascoyne Chief Operating Officer 01206 282294 Dan.gascoyne@colchester.gov.uk</p>

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The award of a contract for “The Walk” at Colchester Northern Gateway	No	April 2020	Portfolio Holder for Commercial Services, Councillor Theresa Higgins Please contact via Democratic Services (01206) 507832 email: democratic.services@colchester.gov.uk	Portfolio Holder report	Andrew Tyrrell Client Services Manager 01206 282390 Andrew.tyrrell@colchester.gov.uk
Award of Contract for the Colchester Northern Gateway Heat Network	Yes	8 July 2020	Cabinet (Cllrs Cory, J Young, Fox, Goss, Higgins, King, Lilley and Luxford Vaughan) Please contact via Democratic Services (01206) 507832 email: democratic.services@colchester.gov.uk	Cabinet report and tender analysis	Andrew Tyrrell Client Services Manager 01206 282390 Andrew.tyrrell@colchester.gov.uk

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