



Colchester
City Council

Cabinet Meeting

**Grand Jury Room, Town Hall, High Street,
Colchester, CO1 1PJ
Tuesday, 19 December 2023 at 18:00**

The Cabinet deals with the implementation of all Council services, putting into effect the policies agreed by Full Council and making recommendations to Full Council on policy issues and the budget.

Information for Members of the Public

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<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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COLCHESTER CITY COUNCIL
Cabinet
Tuesday, 19 December 2023 at 18:00

Leader and Chair	Councillor King Councillor Burrows Councillor Cory Councillor Goss Councillor Jay Councillor Luxford Vaughan Councillor Smith Councillor Sommers
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AGENDA
THE LIST OF ITEMS TO BE DISCUSSED AT THE MEETING
(Part A - open to the public)

Live Broadcast

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

[\(107\) ColchesterCBC - YouTube](#)

1 Welcome and Announcements

The Chair will welcome members of the public and Councillors to the meeting and remind those participating to mute their microphones when not talking. The Chair will invite all Councillors and Officers participating in the meeting to introduce themselves.

2 Urgent Items

The Chair 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.

3 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 registerable interest or non-registerable interest.

4 **Minutes of Previous Meeting**

The Cabinet will be invited to confirm that the minutes of the meeting held on 22 November 2023 are a correct record.

Cabinet minutes 221123

9 - 22

5 **Have Your Say! (Hybrid Cabinet Meetings)**

Members of the public may make representations to Cabinet meetings on any item on the agenda or any other matter relating to the business of Cabinet. This can be made either in person at the meeting or by joining the meeting remotely and addressing the Cabinet via Zoom. Each representation may be no more than three minutes. Members of the public wishing to address Cabinet remotely may register their wish to address the meeting by e-mailing democratic.services@colchester.gov.uk by 12.00 noon on the working day before the meeting. In addition, a written copy of the representation should be supplied for use in the event of technical difficulties preventing participation at the meeting itself.

There is no requirement to pre-register for those attending in person.

6 **Decisions Reviewed by the Scrutiny Panel**

The Cabinet will consider the outcome of a review of a decision by the Scrutiny Panel under the call-in procedure. At the time of the publication of this agenda, there were none.

7 **Strategy**

7(i) **2023 End of Year Update and Forward Look to Reset the Council** 23 - 28

Cabinet will consider a report which captures progress made in a year of significant organisational challenge and the next steps for 2024 for Cabinet's endorsement, oversight and direction.

7(ii) **North Essex Councils and Shared Services** 29 - 46

Cabinet will consider a report on setting out the latest position on North Essex Councils and Shared Services.

7(iii) **Local Government Association Peer Challenge Action Plan Progress** 47 - 100

Cabinet is invited to consider progress in responding to the Peer Challenge recommendations and identify any actions that require further attention and agree that that all outstanding work to respond to the Peer Challenge recommendations is reported through the normal performance reporting mechanisms.

8 Resources

8(i) **Local Council Tax Support Scheme 2024-25** 101 -
128
Cabinet will consider a report inviting it to refer the Local Council Tax Support Scheme 2024-25 to Full Council for adoption.

8(ii) **Fees and Charges 2024-25** 129 -
278
Cabinet will consider a report inviting it to approve fees and charges for 2024-25.

8(iii) **Accuracy in Financial Reporting** 279 -
280
Cabinet will consider a motion from the Full Council meeting of 7 December 2023 informing Cabinet of its view.

9 Resources/Housing

9(i) **Purchase of Five Fields Court, St Edmunds House and Two Adjoining Areas of Land in Greenstead** 281 -
286
Cabinet will consider a report seeks approval for the purchase of Five Fields Court, St Edmunds House and the two adjoining land areas from the current landowners, Notting Hill Gensis (NHG).

10 Economy, Transformation and Performance

10(i) **Assessment of Colchester's Ability to Develop the Skills the Economy Needs for the Future** 287 -
292
Cabinet will consider the recommendation made by the Scrutiny Panel at its meeting on 14 November 2023.

11 Leisure, Culture and Heritage

- 11(i) **Future of Sport and Leisure Strategy** 293 -
 Cabinet will consider the recommendation made by the Policy Panel 294
 at its meeting on 29 November 2023.
- 12 **Communities**
- 12(i) **Knife Crime** 295 -
 Cabinet will consider a motion on Knife Crime which was referred 296
 from the Full Council meeting of 7 December 2023.
- 12(ii) **Equality, Diversity and Inclusion Policy** 297 -
 Cabinet will consider the recommendation made by the Policy Panel 298
 at its meeting on 29 November 2023.
- 13 **General**
- 13(i) **Calendar of Meetings 2024-25** 299 -
 Cabinet will consider a report inviting it to approve the calendar of 308
 meetings for the 2024-25 municipal year.
- 13(ii) **Progress of Responses to the Public** 309 -
 Cabinet will consider a report setting out the progress of responses 312
 to members of the public who spoken under the Have Your Say
 provisions at recent meetings of Council, Cabinet and the Council's
 Committees and Panels.
- 14 **Exclusion of the Public (Cabinet)**
 In accordance with Section 100A(4) of the Local Government Act
 1972 and in accordance with The Local Authorities (Executive
 Arrangements) (Meetings and Access to Information) (England)
 Regulations 2012 to exclude the public, including the press, from
 the meeting so that any items containing exempt information (for
 example 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)

15 **Minutes - Part B**

Cabinet is invited to confirm the not for publication extract from the minutes of the meeting of 22 November 2023.

16 **Resources/Housing - Part B**

16(i) **Purchase of Five Fields Court, St Edmunds House and Two Adjoining Areas of Land in Greenstead - Part B**

Cabinet will consider a report including not for publication information in support of the report in Part A of the agenda.

<p style="text-align: center;">CABINET 22 November 2023</p>

Present: - Councillor King (Chair)
Councillors Burrows, Cory, Goss, Jay, Sommers

Also in attendance: Councillors Dundas, McLean,
Scordis, Spindler, Sunnucks, Willetts, J. Young

797. Minutes

RESOLVED that the minutes of the meeting held on 11 October 2023 be confirmed as a correct record.

798. Have Your Say!

Mike Hardy attended and addressed Cabinet pursuant to the provisions of Meetings General Procedure Rule 5(1) about Gosbecks Archaeological Park. This had been gifted to the Borough in 1995 with a dowry of £500,000 for its maintenance and archaeological development. It was a Scheduled Ancient Monument. Since the gifting there had been negligible archaeological development by any administration. Former Councillor Pauline Hazell had made representations seeking to have on site interpretation boards of the history of Gosbecks but her approaches had been ignored. He had made approaches to the Heritage Manager with a similar proposal two years and while there had been some enthusiasm at the time the proposal had lain dormant. The project was costed in outline at about £5k for production and installation which could be paid from the dowry. It involved four large boards as a single display covering the pre Roman and Romano British periods. The boards were supported by existing artwork held by the late Peter Froste and held by the Colchester Archaeological Trust. Colchester's heritage was much greater than just the Romans. He was willing to meet with the Portfolio Holder to discuss further.

Councillor Burrows, Portfolio Holder for Leisure, Culture and Heritage, explained she would look into the proposal and discuss with officers. The importance of Gosbecks Park was appreciated and there was work ongoing. She would respond once she had raised the matter with officers.

Kemal Cufoglu attended and addressed Cabinet pursuant to the provisions of Meetings General Procedure Rule 5(1). He expressed concern about the latest crime statistics for Colchester and asked in the light of this whether one Crime and Disorder Committee meeting per year was enough.

Councillor King, Leader of the Council and Portfolio Holder for Strategy, explained that he had recently met with the District Commander and took considerable reassurance from his

appreciation of the challenges facing Colchester. The discussion at the last Crime and Disorder Committee meeting had been robust. The work of the Portfolio Holder, officers and partners was key in addressing the issue. A further meeting of the Crime and Disorder Committee was being arranged for 18 March 2024 and he would arrange for him to be sent the latest statistical information.

Councillor Sommers, Portfolio Holder for Communities, explained that it had been considered necessary to hold a further meeting of the Crime and Disorder Committee to set the strategic priorities for the Safer Colchester Partnership. The latest statistics were showing falls in some of the more serious crimes, including anti-social behaviour. The Council was undertaking considerable work with the Safer Colchester Partnership and the police, was ensuring more patrols were undertaken, and was also liaising with the Business Improvement District on issues in the City Centre. It was important residents continued to report crime and supported Neighbourhood Watch.

Pam Donnelly, Chief Executive, was invited to contribute and highlighted the work of the Independent Advisory Group, whose role was to ensure that community tensions were responded to and to provide support at times of community stress. Minority and faith groups were represented and the police attended meetings of the Group.

Abi Wilkin attended and addressed Cabinet pursuant to the provisions of Meetings General Procedure Rule 5(1) to express her concern about the situation in Gaza and described the impact of the conflict, particularly on children. There was now an entire generation of disabled children in Gaza. In the opinion of experts, what was taking place in Gaza met the necessary criteria to be defined as a genocide. Any voice or body that called for a ceasefire was invaluable. Councillor Goacher would be tabling a motion for the Council meeting on 7 December calling for a permanent ceasefire and it was hoped that all parties could support this. It was not a party political motion and several other Councils had adopted a similar motion.

Councillor King, Leader for the Council and Portfolio Holder for Strategy, explained that he had spent time with those demonstrating outside the Town Hall. He expressed his horror at events in Gaza and the compassion and empathy felt across the Council for all those involved and affected. Council normally sought to reach a consensus on motions on national and international issues. The Council could affect what happened locally and needed to be even handed in its approach. It was noted that Colchester was a City of Sanctuary and had a history of tolerance. Councillor Cory, Portfolio Holder for Resources, expressed his thanks to the speaker and to the demonstrators. He personally supported the calls for a ceasefire and highlighted that it was Liberal Democrat policy to support a ceasefire and a two state solution. Concern was also expressed about the impact of the conflict within the United Kingdom and the increased division that resulted.

The Monitoring Officer confirmed that a motion had been submitted by Councillor Goacher for Council on 7 December 2023 which was going through the normal validation process.

799. Urgent item: Review of Pay Award 2023-24

The Chair announced that he had agreed to take this item as an urgent report. The urgency arose from the need to resolve the pay dispute following a vote for industrial action and to ensure that staff receive the pay award due for 2023/24 promptly.

The Head of People submitted a report a copy of which had been circulated to each Member.

Councillor J. Young attended and with the consent of the Chair, addressed Cabinet to express her thanks to both the Council representatives and Unison and was pleased to see that a settlement of the pay dispute appeared to have been reached. This was the second year in a row that the Council had had to revert to the National Joint Council award and the Council should discuss with Unison the possibility of moving towards national negotiations rather than a local settlement. It was hoped the pay award would be paid in the December pay run.

Councillor King, Leader of the Council and Portfolio Holder for Strategy, thanked the Chair of the Scrutiny Panel for agreeing for the report to come forward despite it not having been included on the Forward Plan of Key Decisions, and the Group Leaders, who had been kept informed of developments. The Council currently negotiated pay on a local basis but consideration would be given to moving to the national bargaining process. The proposal would allow Unison to recommend approval to its members but would involve a significant additional cost in an already challenging financial landscape.

Councillor Cory, Portfolio Holder for Resources, thanked Councillor King for his role in the discussions, and the Unison and Council negotiation teams. Council officers worked hard to deliver good services. The Council was struggling financially due to external pressures and any expenditure needed to be carefully assessed. The opportunity to reward staff was welcomed but there would be consequences as a result of the need to fund the extra expenditure.

RESOLVED that:-

(a) The National Joint Council (NJC) £1925 pay increase be applied to all spinal column points from 1 April 2023.

(b) The cost of £600k to fund the pay award be met from reserves.

REASONS

The National Joint Council (NJC) pay award for 2023-24 has recently been agreed and represents a significantly higher pay increase than the offer made to Council staff locally.

To resolve the pay dispute and to award staff a pay increase in line with NJC.

As a good employer, the Council acknowledges the impact of the increase in the cost of living on its employees and believes the decision to increase pay will support staff to cover their living costs. It will support staff retention and allow the continuation of the delivery of critical services.

ALTERNATIVE OPTIONS

To not apply the NJC pay award 2023-24 to the Council's pay scales. In this eventuality UNISON members indicated that they would take industrial action in form of strike action thereby severely impacting Council core services to its residents.

800. Proposed Future Strategy for Amphora

The Managing Director (Interim) of Colchester Commercial (Holdings) Ltd (CCHL) submitted a report a copy of which had been circulated to each Member together with draft minute 384 of the Governance and Audit Committee meeting of 17 October 2023.

Councillor Dundas attended and with the consent of the Chair, addressed the Cabinet to express his support for the proposed future strategy, although it was noted that the CIPFA report on which it was based had been received in January 2023. There were a number of dedicated and talent people within the CCHL and its subsidiaries and they had had some successes. However, this was a timely reminder that involvement in commercial ventures was inherently risky. The Council should not have included projected profits from commercial operations within its medium term financial forecast. Profit could only be relied upon once it had been created. This needed to be borne in mind as the Council considered its involvement in future large scale housing developments, which were very high risk. The Council needed to learn the lessons from this.

Councillor Willetts attended and with the consent of the Chair addressed the Cabinet. It was appreciated that there were significant opportunities that the creation of the commercial companies could exploit. However, there were a number of strategic issues which had impacted upon the companies. These included the Covid 19 pandemic. The key issue was that whilst there were a number of high quality people with CCHL, at present its role and its relationship with the Council was ill defined. There were two levels of obfuscation that prevented backbench Councillors from being able to see how the companies were operating and to hold them to account. They operated with a degree of secrecy as they dealt with commercial matters and information about their operations did not pass through the Council quickly enough. There should be an assessment of how the companies had cost the Council and what value they had brought. The rationale of the management fee and dividend was not understood and did not make sense. The portfolio of the Amphora companies was difficult to understand and too diverse and was a key factor in their failure. There were also difficulties with the management of individual events. The proposal to take most of the service back under direct Council control was supported. This would make services easier to scrutinise and hold to account. It was disappointing that the concerns that had been expressed at the foundation of the companies had been shown to be valid.

Councillor King, Leader of the Council and Portfolio Holder for Strategy, thanked Councillors Dundas and Willetts for their comments and the insight they provided. It was important to recognise that there were also some successes which would continue. It was accepted that there needed to be a robust forward focus on risk and return and a sober judgement on what should be included in future budgets. Covid had disrupted the plans of the companies. The administration would take away considerable learning from the

experience. The commitment to transparency remained. The proposal would leave the Council in a strong position to take the necessary next steps. Thanks were expressed to the staff of CCHL and its subsidiary companies and to those members who had sat on the Board.

RESOLVED that the Proposed Future Strategy for Amphora set out in Appendix A of the Managing Director (Interim)'s report, as supported by the Board of Colchester Commercial (Holdings) Ltd on 26 September 2023 and recommended by the Governance and Audit Committee of 17 October 2023, be approved.

REASONS

The proposed strategy seeks to respond to the change in the external environment which has impacted on both the City Council and its wholly owned trading companies. In particular, the change in the City Council's ability to accommodate risk.

ALTERNATIVE OPTIONS

The principal alternative to the strategy proposed would be a continuation of the current arrangements. However, this would require the City Council to underwrite costs for an indefinite period, with little certainty about when those costs might be recovered. This would place added strain on the City Council's already challenging financial position.

801. Hibernation of Colchester Amphora Energy Limited (CAEL).

The Managing Director (interim) of Colchester Commercial (Holdings) Ltd (CCHL) submitted a report a copy of which had been circulated to each Member together with draft minute 385 of the Governance and Audit Committee meeting of 17 October 2023.

Councillor Dundas attended and with the consent of the Chair, addressed the Cabinet to seek clarity on some of the figures on which the decision was based.

- The project had started with a budget of £5.7 million which had increased to £8.552 million in 2021. The expansion in 2021 was regretted, although it had considerable support at the time, including from the section 151 officer. What was the status of the BIS grant of £3.45 million? Had it all been drawn down and spent, and if was still a potential liability, what was the value of the liability and where was it in the Council accounts? If it needed to be paid back, how would this be done?
- Could it be confirmed that the Council had entered a loan facility with CAEL of £2.25 million, of which £1.35 million had been drawn down. How much Council funding in cash terms was spent by CAEL?
- The published accounts showed assets of approximately £1.2 million and were described as under construction. This was clearly no longer the case so what was their value now? How was this being accounted for and where was it shown in the Council accounts?
- CAEL were entering into contracts for equipment in 2021. A figure for these contracts was given as £195,000 in the report. Was the Council confident that was the full extent of the liability relating to contracts? Was any equipment supplied because of the contracts entered into?

- Could a round figure be given on how much money had been spent on the entire project and the value placed on remaining assets?

Richard Carr, Managing Director (Interim) of CCHL was invited to respond and explained some of the detailed queries would need to be addressed by the section 151 officer. However, the proposal to hibernate CAEL was not the same as dissolution. This was a genuine proposition as there may be a time in the future when the Council wants to proceed with a scheme of this nature through this form of arrangement. It gave an option to resurrect the company in the future if that was in the Council's interests. It also minimised the risks in terms of any grant being reclaimed and met the objectives of protecting the Council's best interests and ensuring there was no lingering liability on the company directors.

Councillor King, Leader of the Council and Portfolio Holder for Strategy, explained that he would provide a written response to the detailed queries if they were not dealt with later in the meeting. He stressed that the decision was based on the reality of the situation and reflected a more limited ambition, but that there was a potential future for the company depending on the future market for energy and the development of the area.

RESOLVED that:-

- (a) The recommendation contained in draft minute 385 of the Governance and Audit Committee of 17 October 2023 that Colchester Amphora Energy Limited should be placed in hibernation be accepted.
- (b) Cabinet approves (as shareholder) the recommendations contained in the minutes of Colchester Commercial (Holdings) Limited's Board meeting of 26 September 2023 contained at Appendix 4 of the Managing Director (Interim)'s report.
- (c) Colchester Amphora Energy Limited is prepared for, placed into and maintained in a dormant state as detailed in section 2 of Appendix A of the Managing Director (Interim)'s report.
- (d) Colchester Amphora Energy Limited's contracts and agreements are transferred or otherwise dealt with in accordance with recommendations detailed in the table at section 8 of Appendix 1 of the Managing Director (Interim)'s report.
- (e) The employment of Colchester Amphora Energy Limited's staff is transferred in accordance with arrangements set out under section 8 of Appendix A of the Managing Director (Interim)'s report

REASONS

Given delays with the development of the Northern Gateway, the company is unable to complete the delivery of the low carbon heat network on a commercial basis, in the foreseeable future. This position may change in the future but for the moment, transferring the assets created to the City Council and hibernating CAEL, would keep open options for the completion of the scheme in the future, whilst curtailing the costs currently being incurred.

ALTERNATIVE OPTIONS

Alternatively, the City Council would need to agree to continue to underwrite the costs of CAEL, in the knowledge that there is no realistic prospect of an offsetting income in the foreseeable future.

802. Asset Management Review: Corporate Landlord Model (transfer of functions from Colchester Borough Homes)

The Strategic Director submitted a report a copy of which had been circulated to each Member.

Councillor Sunnucks attended and with the consent of the Chair, addressed the Cabinet to express his support for the concept of a corporate landlord model which had the potential to get more value from the Council's assets and bring expertise into one place. However, he was disappointed by the proposals in the report which relied on a RAG approach, which was too subjective. This would lead to the Council running out of money and not using its portfolio of assets effectively. It could be approached differently by using the values of the properties set out in the accounts, which must be supported by valuation information. This valuation information could be a starting point as it would include assumptions about income and rent and would reveal much of the information required through the RAG analysis. This would provide an understanding of the market value and of alternative uses. The portfolio of assets was substantial enough for professionals with proper expertise to look at. The information should also be placed in the public domain, as it should be information that was available to auditors. The Council should be looking to achieve 5% cost of debt on its assets.

Councillor King, Leader of the Council and Portfolio Holder for Strategy, thanked Councillor Sunnucks for his comments. The Council had a public sector duty which constrained how the Council could approach this. The administration had a strong focus on risk and return and the report proposed a long overdue change of direction in how the Council managed its assets and would provide much better information on which to make decisions. It was vital that that asset management process took account of social value and there would be occasions when social value considerations would influence decision on the expected returns from assets. It was accepted that the process should be as open as possible.

Councillor Cory, Portfolio Holder for Resources, welcomed Councillor Sunnucks support for the principles underpinning the model and stressed that the process would be developed and refined in the course of experience.

RESOLVED that:-

- (a) The transfer of all functions and associated staff relating to General fund (non-Housing Revenue Account) property and facilities management from Colchester Borough Homes into the Council to support the development of a centralised corporate landlord team by 1 April 2024 be approved, with shadow management arrangements to be provided by the Council preceding that date to allow for a managed transition.
- (b) The future changes to the management agreement, service level agreements and

the associated fees paid to Colchester Borough Homes to reflect these revised arrangements be approved.

(c) Authority be delegated to the Chief Operating Officer in consultation with the Leader of the Council to undertake all subsequent operational decisions related to the transfer that arise following this decision.

(d) The Council's Constitution be amended to reflect these changes in the responsibility for functions.

REASONS

Bringing functions, teams and budgets together in the Council is the first step of a transformation to a corporate landlord team as recommended by CIPFA. It is part of the development of a strategy, policy and delivery framework that responds to a number of external factors since the development of the Council's last Asset Management Strategy in 2016 (refreshed in 2019 prior to Covid-19) and will facilitate a more co-ordinated, efficient and effective approach to maintaining and utilising Council land and buildings.

ALTERNATIVE OPTIONS

The principal alternative option would be continuing with the current arrangements. However, a decentralised approach would not facilitate the co-ordinated up approach recommended by CIPFA.

803. Officer Pay Policy Statement 2024-25

Councillor King, Leader of the Council and Portfolio Holder for Strategy, explained the report on the Officer Pay Policy Statement 2024-25 had been withdrawn and would be resubmitted to the meeting in January 2024 after taking account of the negotiations on the pay settlement and consideration of potential benefits of involvement in the national pay process.

804. Housing Ombudsman Reports

The Head of Governance and Monitoring Officer submitted a report a copy of which had been circulated to each Member.

Councillor King, Leader of the Council and Portfolio Holder for Strategy, introduced the report. Whilst the information in the report provided context around the Council's overall performance on housing, Cabinet did not underestimate the impact of the findings of the Ombudsman and how these events had impacted on the individuals concerned. The report set out the findings of the Ombudsman and the response to the findings by Colchester Borough Homes. These included training for staff, reviews of policy and audits of casework. These were the steps that a good organisation would take to minimise the risk of repetition.

Councillor Cory, Portfolio Holder for Resources, highlighted the issues around anti-social behaviour raised by one of the cases and sought clarification as to the conclusion of the review of anti-social behaviour undertaken by Colchester Borough Homes.

Philip Sullivan, Chief Executive, Colchester Borough Homes, responded and stressed how disappointed Colchester Borough Homes were to receive the findings of the Ombudsman in these cases. The actions identified by the Ombudsman had been completed at pace and lessons had been learnt.

Councillor King emphasised that Cabinet recognised the work undertaken by the Colchester Borough Homes in response to the findings and his personal attention to the issues. Cabinet also recognised the pressures and the scale of challenge Colchester Borough Homes faced with the current housing crisis.

RESOLVED that the contents of the report by the Head of Governance and Monitoring Officer and the actions taken be noted.

REASONS

To inform the Cabinet of the contents of the reports by the Housing Ombudsman.

ALTERNATIVE OPTIONS

No alternative options were proposed.

805. Viability Assumptions and Affordable Rent on New Build Council Housing

The Chief Executive of Colchester Borough Homes Ltd submitted a report a copy of which had been circulated to each Member.

Councillor J. Young attended and with the consent of the Chair addressed the Cabinet. The current housing crisis was the worst the Council had experienced. The proposals in the report were welcomed and provided a chink of light and a way forward showing how the situation could be improved. This would be welcomed by those working in housing and those on the waiting list. The importance of housing could not be underestimated in determining life chances.

Councillor Sunnucks attended and with the consent of the Chair addressed the Cabinet to support the principles set out in the report of using affordable rents in appraisals and of charging to the affordable rent limit. However, the appraisal assumptions would be disastrous and he would address that in the Part B item. If the Council invested based on those assumptions it would run out of money. The Council needed a credible 30 year business plan for its Housing Revenue Account. The appraisals needed to be in the public domain.

Councillor King, Leader of the Council and Portfolio Holder for Strategy, welcomed the support for the principle of the proposal. He would look to see if there was more that could be done to improve transparency but there was a balance to be struck between that and the need to progress work swiftly. The HRA had not had the visibility and attention that it warranted, but the Governance and Audit Committee would be looking at it at its meeting in December.

Councillor Cory, Portfolio Holder for Resources, highlighted that Councillor Smith, who

was absent, as Portfolio Holder was passionate about delivering more Council homes to those who needed them and looked for innovative solutions. The change in the local housing allowance in the Autumn Statement was welcomed. A 30 Year HRA Business Case was in place and was in the public domain and was reviewed when national housing policies or funding changed. This policy allows the Council to strike a balance between obtaining rent from tenants and implementing strategies that would enable the Council to build more houses. The policy was wholeheartedly supported. It needed to be seen in the context of a national housing crisis which government needed to address, partly through a moratorium on right to buy.

Philip Sullivan, Chief Executive, Colchester Borough Homes, was invited to address Cabinet. He stressed that the report proposed more robust and challenging assumptions which better reflected the market which would support better ongoing financial management. The charging of affordable rents would mean that more schemes would become viable and become part of the solution to the housing crisis.

Councillor Goss, Portfolio Holder for Neighbourhood Services and Waste sought confirmation as to whether management fees were included in affordable rents, and why increases in gardening fees as a result of request from tenants for improved services from Idverde were not built into the management fee for two years. Philip Sullivan confirmed that the management fee was built into the affordable rent. He would investigate the issue of timescales for increases to the management fee.

RESOLVED that:-

(a) Updated development assumptions used to calculate viability be agreed, and authority be delegated to the Portfolio Holder for Housing to review and agree the assumptions annually going forward.

(b) Affordable rent be charged, up to the level of local housing allowance rate, for all new build developments, including the acquisition of new builds, that complete from 1st December 2023.

REASONS

The Housing Revenue Account (HRA) is facing a range of pressures arising, for example, from legislative and regulatory changes requiring more money to be spent to keep homes safe or compliant with the Decent Homes Standard, higher costs to build and acquire properties, higher repair and improvement work costs due to increased inflation and the requirement to achieve carbon neutral by 2050. The Council is required to prove that the Housing Revenue Account has a suitable long term business plan, over the 30-year period. With more households in temporary accommodation than has been seen in recent years, the General Fund is also under pressure. The Council will need to review spending to ensure the Council's financial stability, whilst meeting regulatory requirements. Some non-statutory services, such as financial inclusion work and building new homes could be affected if they are not affordable within the Housing Revenue Account business plan.

However, the Council has a strategic priority to increase the number, quality and types of affordable homes. This strategic priority will be met via a mix of Section 106 housing,

acquisitions (through both the acquisitions programme and through agreements with local developers), and through the Council's new build programme.

The assumptions used to calculate viability need to be regularly reviewed to ensure that they remain up to date in reflecting the market and can be used to establish whether potential developments strengthen the Housing Revenue Account (HRA). By updating these assumptions to reflect the current benchmarking data available, it is likely to indicate that future developments will be unviable whilst charging social rent. These assumptions are commercially sensitive as at times we will be competing with other parties to acquire units.

By charging affordable rent, the Council will be able to progress with viable development opportunities, increasing the Council's housing stock, alleviating pressure on the housing register, Housing Revenue Account, temporary accommodation and in turn the General Fund. This will assist the Council to continue delivering high quality, energy efficient homes to meet the housing need in Colchester and maintain its current stock to a high standard benefitting applicants on the housing register and current tenants. The Council can bid for Homes England funding on viable developments, strengthening its position as an investment partner with Homes England.

Setting the affordable rent, at Local Housing Allowance rates will help protect tenants from financial difficulties, if they claim benefits towards their housing costs.

The Regulator of Social Housing's *Rent Standard* allows for existing homes to be converted from social rent to affordable rent if this is pursuant to a housing supply delivery agreement with Homes England. However, the Regulator of Social Housing's current policy is not to permit this and hence the decision on whether to charge affordable rent is purely in respect of new homes being built or acquired.

ALTERNATIVE OPTIONS

Not to change the assumptions used to calculate viability or charge affordable rent on new build developments and continue to let all new developments and acquisitions of council housing stock at social rent levels. This will either make schemes less viable and will increase pressure on the Housing Revenue Account or lead to unviable schemes not proceeding, which in turn will fail to alleviate pressure on the housing register, temporary accommodation and the General Fund.

Update the assumptions used to appraise development schemes but continue to charge social rent for all developments. It is unlikely that any developments will prove viable under these circumstances. Homes England will not support a development that is unviable. The Council will be unable to increase the housing stock, failing to alleviate pressure on the housing register, temporary accommodation and the General Fund.

Update the assumptions and agree to the Council being able to charge the maximum affordable rent (up to 80% of the private rent market), without taking into consideration the Local Housing Allowance. This will improve viability of new schemes and reduce the pressure on the Housing Revenue Account, the Housing Register, temporary accommodation and the General Fund. However, this could lead to vulnerable tenants facing financial difficulty, where the Local Housing Allowance will not cover the full rent,

and place pressure on the Housing Management service to manage the rent arrears.

To place the new build housing programme on hold, whilst the Council focuses on delivering on the statutory regulations for the Council's current housing stock. This may reduce pressure on the Housing Revenue Account in the short term, however the HRA will not benefit from the rental income generated by new homes which, longer term, has the potential to strengthen the HRA. This option will increase the pressure on the General Fund and the Council will be less able to meet local housing need. More residents may require temporary accommodation, and this will have a negative social impact on Colchester residents.

806. Nomination for Appointment of Deputy Mayor 2024-25

Consideration was given to the nomination for the appointment of the Deputy Mayor of the City of Colchester for the 2024-25 municipal year.

The Monitoring Officer advised Cabinet that the convention was that the nomination for Deputy Mayor was made by each of the main political groups in turn. As the Mayor was a Conservative appointment and the Deputy Mayor was a Liberal Democrat appointment, it was for the Labour Group to nominate the Deputy Mayor for the 2024-25 municipal year. The Labour Group had nominated Councillor Mike Lilley, who had fourteen years' service. The nomination was supported by all political groups.

Councillor King, Leader of the Council and Portfolio Holder for Strategy, Councillor Cory, Portfolio Holder for Resources and Councillor Goss, Portfolio Holder for Neighbourhood Services and Waste, expressed their support for Councillor Lilley's nomination.

RECOMMENDED TO COUNCIL that Councillor Lilley be appointed as the Deputy Mayor of the City of Colchester for the 2024-25 municipal year.

The Cabinet resolved under Section 100A(4) of the Local Government Act 1972 and the Local Authorities (Executive Arrangements)(Meetings and Access to Information)(England) Regulations 2012 to exclude the public from the meeting for the following item as it involved the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972.

807. Viability Assumptions and Affordable Rent on New Build Council Housing

This minute is not for publication by virtue of paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972 (information relating to the financial or business affairs of a particular person, including the authority holding the information).

The Cabinet resolved under Section 100A(4) of the Local Government Act 1972 and the Local Authorities (Executive Arrangements)(Meetings and Access to Information)(England) Regulations 2012 to exclude the public from the meeting for the following item as it involved the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972.

808. Proposed Future Strategy for Amphora/Hibernation of Colchester Amphora Energy Ltd

Cabinet noted the not for publication appendices to the reports by the Managing Director (Interim), Colchester Commercial Holding Ltd.

19 December 2023

Report of	Chief Executive	Author	Richard Block Richard.block@colchester.gov.uk
Title	2023 End of Year Update and Forward Look to Reset the Council		
Wards affected	All wards		

1. Executive Summary

- 1.1 This meeting is the final Cabinet meeting of 2023 which has been a year of significant organisational challenge and change, in response to unprecedented financial difficulties, LGA Peer Review and budget gap.
- 1.2 Significant progress has been made, the key findings of the LGA Peer Review have been addressed and the foundations laid for the transformational changes and cost reduction needed to ensure the Council is living within its means.
- 1.3 This paper captures progress made and the next steps for 2024 for Cabinet's endorsement, oversight and direction.

2. Recommended Decision

- 2.1 To note significant progress in preparing the Council for the transformation and cost reduction changes required in 2024.
- 2.2 To note the proposed next steps and to confirm Cabinet's commitment to ensuring the Council is fit for the future, living within its means.

3. Reason for Recommended Decision

- 3.1 To ensure the Council is ready for the significant structural changes, staff and service changes required in 2024 and that the public and partners have confidence the Council will be able to close the budget gap, unlike others.

4. Alternative Options

- 4.1 There are no appropriate alternative options.

5. Background Information

- 5.1 2023 has been a volatile year for Councils across the country, with further significant pressures on finances and increased demands on many key services because of the cost-of-living crisis. This has resulted in fourteen councils now being unable to set a legally balanced budget and issuing a statutory S114 notice. And many others reportedly nearing that position.
- 5.2 Colchester City Council is not one of these Councils and the Local Government Peer Challenge conducted in September 2022 described the Councils financial position as follows:
- “Although the Council has significant savings to identify (£1.5m in 22/23 and £5m in 23/24), it has a good record of delivering agreed savings and councillors and officers fully understand the budget gaps and challenges ahead to close them. Colchester has a positive approach to financial management and has effective governance and controls in place, nevertheless the financial challenges ahead will be difficult. “
- 5.3 The financial challenges in 2023 have proved to be very difficult, as is the environment the Council is operating in with rising demand and unfunded cost pressures, such as homelessness and pay. It is therefore vital that a fundamental reset of the Council and the services it delivers is undertaken to avoid being a failing council like many others.
- 5.4 2023 has been a year in which the foundations for the reset have been laid to enable the significant changes required for the future to commence in 2024. Details of these preparatory steps are provided below with information on the next steps; the approach the Council will take to ensure its long-term financial viability.

Strategic Plan

- 5.5 A new “City fit for the Future” Strategic Plan was launched in April 2023. This recognised the significant transformation of Council services required to respond to future challenges and to provide high quality essential services.
- 5.6 The Strategic Plan sets the framework for the Council’s 3-year Medium Term Financial Forecast. The plan also recognises that in the future it is even more important that the Council works with and enables other organisations to support delivery of key priorities for the city.
- 5.7 A delivery plan for 2023/2024 based on capacity and resources was also developed and approved by Cabinet in March 2023. This will be revised for the new municipal year 2024/25 to reflect the more limited resources and capacity available.

Local Government Association Peer Challenge

- 5.8 The Local Government Association peer challenge process provides independent and external improvement support and challenge through a peer review, conducted by a team of councillors and senior officers from other local authorities.
- 5.9 Colchester invited a peer challenge team to conduct a peer challenge during the week starting 26 September 2022 and for a follow up visit in July 2023. The outcomes of the follow up visit are reported separately in this meeting but the following quote from the report following the visit provides a useful summary:

“It is clear to the peer team that in terms of the recommendations made in 2022, a comprehensive response has been seen. Significant progress has been made across all recommendations.”

Due to the significant progress since, including the reset of the commercial companies, the Council will close the work in response to the LGA recommendations. Any residual issues and related improvement activity and progress will be monitored and reported as business as usual.

Council Organisation Health and Leadership

- 5.10 In 2023, the reset of Senior Leadership arrangements for the City Council commenced in 2022 has been completed. This means a Senior Leadership Team is in place that is fit for the future and poised to deliver the significant change required in 2024.
- 5.11 Phase 1 of this work involved the establishment of the Senior Leadership Board delivering a £200k saving and ensuring that the strategic capacity and skills of the team are maximised and aligned with the delivery of the Council’s strategic plan.
- 5.12 Phase 2 is also complete and involved extending the Senior Leadership Board arrangements to create an extended Senior Leadership Team (SLT) with Heads of Service having full autonomy for the direct management of services. These new arrangements ensure they:
- play to our strengths as a team,
 - reflect the priorities of Colchester City Council as a key system player and the partnership working environment in which we operate
 - can respond to the opportunities created by collaborative working arrangement across Essex and North Essex
 - serve the transformation and cost reduction priorities of the Council
- 5.13 In parallel the three organisations that make up the family of Colchester City Council (CCC) organisations, so CCC, the Amphora Commercial Companies and Colchester Borough Homes are working in a more joined up, supportive and connected way, under the overall oversight and direction of the Chief Executive. Their Managing Directors will help shape the overall strategic future for the collective organisation and leadership team, with a shared focus on efficiency, effectiveness, cost and service sharing and cost reduction.

Budget and Medium-Term Financial Forecast

- 5.14 In June 2023 Andrew Small was appointed as the Councils new S151 officer as a shared role with Epping Forest District Council. With his deputy Chris Hartgrove he has almost concluded a fundamental review of all aspects of the Councils finances resulting in a revised Medium Term Financial Forecast which will be presented to Cabinet in January 2024. This will also be shared informally with other elected members in advance. Areas such as capital expenditure, available reserves and future government funding have been tested and challenged resulting in a robust revised assessment of the Councils financial position. This will demand significant change at pace, to reduce cost, using reserves to smooth and enable change, to include investment in modernisation.
- 5.15 In 2022/23 multi-million pound in-year pressures were mitigated by a programme of in year savings and increased interest earnings that resulted in the 22/23 final outturn position being on budget.

- 5.16 The period since April 2023 has continued to see significant in year financial pressures because of service pressures, the continuing impact of the cost-of-living crisis, inflationary pressures and increase to the pay award of £600K over budget to match the national pay award agreed by other councils. As a result, a £1.4M overspend is forecast by the end of 2023/24, that can only be met from reserves, making an expected total call on reserves of £3.6M during 2023/24.
- 5.17 This budget shortfall reflects the continuing post pandemic impacts on cost and income and the limited scope for further efficiencies and cost reduction after many years of squeezing out better performance, to deliver an unchanged range of services. Progress has been made but savings have been more challenging to secure than expected, including salary savings associated with a recruitment freeze.
- 5.18 In parallel, demand and related costs have risen. The largest single service budget pressure impacting on the Council's finances being homelessness with a forecast £860K overspend by the close of 2023/2024. As a statutory obligation we must provide this service, but how we do so will be an important part of the reset needed in future years to ensure the Council can live within its means.
- 5.19 The ambitious capital programme has also come under exceptional pressure from construction difficulties, delays and inflation. With a consequent hold and review of key projects and strengthened project management and oversight. This includes a full review of the Northern Gateway Regeneration Programme. These controls have contributed to a positive position on capital financing costs with a forecast gain of £1.8M in 2023/2024.

Next Steps

- 5.20 In January 2024 the revised budget, Medium Term Financial Forecast and associated proposed savings will be considered by Cabinet. However, some of the most significant transformation and cost reduction workstreams to reset the Council are underway. Progress made in 2023 means in 2024 they will move into a delivery phase. A summary of some of these is shown in the table below:

Workstream	Progress in 2023	Next steps in 2024
Asset and investment strategy	CIPFA review complete and decision made to move to corporate landlord model. Interim lead appointed.	Develop asset strategy and plan and make changes to staffing structure to create Corporate Landlord Team, enabling yet better use, maintenance and or disposal.
Review of Council Companies	External CIPFA review completed, and Interim MD appointed to implement action plan. Future strategy for CCHL developed and agreed.	Implement strategy that will ensure a tight focused on risk and return and commercial income. Including transfer of Estates Team back to the Council to form part of the Corporate Landlord Team.
Shared Services	Strengthened capacity and better management, sharing of senior roles and strategic partnership with Epping Forest D.C and Braintree D.C created for shared corporate Services. Discovery process to inform	Full business case for a shared back office to be developed and considered by Cabinet that will help Colchester modernise some services and make more

	business case for a shared back office at an advanced stage.	resilient and cost-effective others
Waste Strategy	Garden Waste Charging launched and Environment and Sustainability Panel consideration of principles to underpin new strategy.	Development and approval of strategy and preparation for changes to service delivery to simplify service delivery and reduce delivery costs.

5.21 To conclude, 2023 has been a year in which the foundations have been put in place to commence the reset of the Council in 2024 so it is fit for the future. Further details of the action needed to achieve this will accompany the budget and Medium-Term Financial Forecast papers in January. With informal consultation with members continuing through to budget setting, in a spirit of transparency and welcome for alternatives and/or support. Mindful of the significant reductions needed to spend, that will impact on services, staff, and the communities they serve.

6. Equality, Diversity and Human Rights implications

6.1 Consideration has been given to equality and diversity issues in respect of any decisions to implement the priorities set out in this report in line with agreed policies and procedures including production of Equality Impact Assessments where appropriate.

7. Strategic Plan References

7.1 The progress in this report supports all the core themes of the “City Fit for the Future” Strategic Plan.

8. Consultation

8.1 There are no specific additional consultation considerations arising from this report.

9. Publicity Considerations

9.1 There are no specific additional consultation considerations arising from this report.

10. Financial implications

10.1 There are no new financial implications associated with this report other than those referred to in section 5 above.

11. Health, Wellbeing and Community Safety Implications

11.1 Much of the delivery detailed in this report will have a positive direct and indirect impact on, health, wellbeing and community safety.

12. Environmental and Sustainability Implications

12.1 Delivery against several of the priorities detailed in this report will also have a positive impact on environmental sustainability of both the Council and the Borough.

13. Health and Safety Implications

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

. 13. Risk Management Implications

13.1 The progress reported in this report will help to mitigate the risks facing the Council in delivering its strategic priorities for the borough.

Appendices

None

Background Papers

None



Cabinet

Item
7(ii)

19 December 2023

Report of	Chief Operating Officer	Author	Richard Block richard.block@colchester.gov.uk
Title	North Essex Councils and Shared Services		
Wards affected	All wards		

1. Executive Summary

- 1.1 This report updates Cabinet on progress since agreeing the North Essex Authorities' (NEA) Memorandum of Understanding previously, seeks approval to establish the North Essex Councils partnership and commit resources to enable its objectives to be delivered.
- 1.2 It also provides an update on shared services and seeks approval to progress to develop a full business case for a single shared back office.

2. Recommended Decision

- 2.1 To agree that Colchester City Council will work in partnership with those Councils set out in paragraph 3.1 and will be collectively referred to as the North Essex Councils (NEC).
- 2.2 To agree to contribute £20,000 from the Strategic Plan Reserve in 2023/24 to enable resources to be put in place to manage the work of the partnership.
- 2.3 To agree that further funding in 2024/25 of up to £40,000 will be considered as part of the 2024/25 budget process, for the purposes of establishing a team to collectively represent North Essex Councils, establish a detailed terms of reference for NEC and develop a clear programme of work.
- 2.4 To agree the council should work with Braintree District Council and Epping Forest District Council to develop a full business case and proposed model of delivery for a single shared back office for the corporate services referenced in this report and to approve the release of £60K from the Strategic Plan Reserve to support development of the business case.

3. Reason for Recommended Decision

- 3.1 To establish a team to collectively represent North Essex Councils, establish a detailed terms of reference for NEC and develop a clear programme of work and to ensure resilient and efficient corporate services.

4. Alternative Options

- 4.1 To not commit to the development of North Essex Councils and/or develop a single shared back office.

5. Background Information

North Essex Councils

- 5.1 For the purposes of this report, the NEC is made up of those local authorities located in the north of Essex, and representing a population of 1.063m, namely:
- Braintree District Council
 - Chelmsford City Council
 - Colchester City Council
 - Epping Forest District Council
 - Essex County Council
 - Harlow Council
 - Maldon District Council
 - Tendring District Council
 - Uttlesford District Council
- 5.2 Councils in North Essex have been working together for several years, with a range of formal and informal collaborations, perhaps most notably the North Essex Economic Board.
- 5.3 The other councils in Essex already have a well-established strategic partnership, the Association of South Essex Authorities (ASELA), and a joint committee is in place enabling ASELA to take formal decisions collectively and to agree joint delivery arrangements to achieve improved outcomes in South Essex, for example with Homes England.
- 5.4 In December 2022, the Leader of the Council agreed a Memorandum of Understanding with the other North Essex councils (Appendix A) setting up the basis for a new strategic partnership to deliver place leadership across North Essex.
- 5.5 During 2023, Chief Executives from each of the North Essex councils have been meeting regularly to discuss and develop an action to deliver the aims in the memorandum of understanding.
- 5.6 At a meeting of North Essex Council leaders on 20 July 2023, it was agreed to formalise the partnership and committed to taking a common report through their relevant governance processes, hence this report.
- 5.7 As a result of those discussions, the Leaders of NEC have agreed that:
- NEC will identify common issues and develop shared solutions that add value beyond what any individual council can do on their own
 - NEC will convene partnerships that deliver improved outcomes on Economic Development, through the North Essex Economic Board (NEEB), Finance, Housing, Climate Change, Shared Services and Devolution.
 - Within NEC, partnership working will happen at all levels, may involve different groups of NEC councils working together, and collaboration may reach beyond North Essex where this serves to the purpose of NEC.

5.8 NEC Leaders have reached a shared understanding of some of the key benefits of joint work, including but not limited to

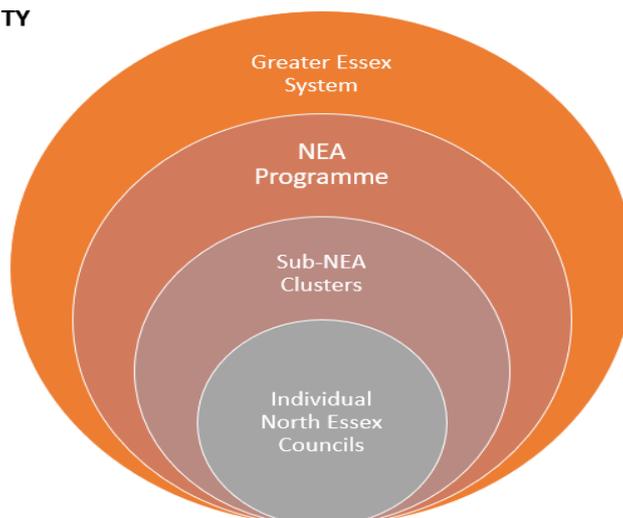
- Improving shared evidence, data and insights to inform collaboration.
- Enhancing Organisational Capacity & Resilience.
- Improving core service quality, efficiency and outcomes.
- Delivering key strategic programmes of work together.
- Influencing and supporting responses to legislative changes.
- Provide the basis for district, city and borough nominations to a future Greater Essex Combined Authority.
- Achieving financial security and increased investment.
- Influencing policy through a stronger collective voice – nationally, regionally and within Greater Essex.
- Driving forward new Shared Services opportunities.
- Engaging businesses effectively to support the responsibilities of the LEP across North Essex.

5.9 The outcomes listed in 5.8 will be achieved at different spatial levels, with the partnership allowing for projects across a subset of councils, all North Essex councils and influence beyond North Essex. The diagram below shows how this will work in practice:

NEA system working and scales of activity

CURRENT / EMERGING ACTIVITY

- North Essex influencing GE Devo negotiations
- Essex Shared Procurement Service
- North Essex Economic Board
- NEA Shared Services
- Colchester Tending Borders Garden Community
- Braintree Colchester & Epping Forest Shared Services
- Braintree and Colchester Building Control collaboration



FUTURE POTENTIAL

- North Essex representation on the GE(M)CCA
- NEEB extension to NEA geography
- North Essex new Programmes e.g. Housing, Climate, Health
- Braintree, Colchester, Epping Forest & Tending Waste Partnership

5.10 Delivering this ambitious approach to sub-regional working will not be possible without each partner council contributing resources to the NEC programme.

- 5.11 Each constituent council will be required to contribute £20,000 in 2023/24, enabling the partnership to bring put in place the resources necessary to take forward NEC work on behalf of all councils.
- 5.12 From 2024/25 it is anticipated that the core costs of North Essex Economic Board membership will be incorporated into overall NEC contributions from 2024/25 for the eight constituent councils, and it is estimated that the total contributions for 2024/25 will be in the region of £40,000. This requirement will need to be considered as part of the 2024/25 budget process.

Shared Services

- 5.13 A recommendation of the Local Government Association Peer Challenge of the Council was to strengthen corporate resources and develop a business case for strengthened Corporate Services delivered by consolidation of services. Shared Services is also one of the work streams to reset the Council and ensure it is fit for the future.
- 5.14 Under the umbrella of the North Essex Councils arrangements described above, Colchester City Council, Braintree District Council and Epping Forest District Council have been working together on a project to explore the potential to share the corporate services listed below:
- Finance
 - ICT
 - Programme Management
 - Human Resources
 - Revenues and Benefits
- 5.15 These services are essential to the operation of each organisation but the highly trained professional staff delivering them are often difficult to recruit and retain. This is a particular challenge when competing with larger organisations than each of the individual Councils. Due to the size of each Council, there is a small number of expert staff in several key areas which creates a lack of resilience.
- 5.16 Sharing services is not new to Colchester City Council as the following services are already delivered as shared services:

Name of shared service	Description of services delivered
Colchester and Ipswich Museums Service	Operation of Museums across Ipswich and Colchester

North Essex Parking Partnership	On street parking enforcement for North Essex Councils and management of off street car parks for Colchester, Braintree and Uttlesford.
Shared Payroll Service	Operation of payroll for several councils across all of Essex
Essex Procurement Partnership	Shared to create economies of scale and resilience in purchasing and procurement involving Essex CC, Braintree DC, Castle Point DC and Tendring DC
Tendring Colchester Borders Garden Community	Shared team to progress the Tendring Colchester Borders Garden Community
Shared Senior Roles	Epping Forest District Council Shared S151 officer, shared Service Director for Finance, Shares Service Director Digital/ Transformation Integrated Care Board (Health) Shared Strategic Director
Shared Corporate Services with Colchester Borough Homes	Insurance, Communications and Marketing and some Shared ICT services (further opportunities being developed)

5.16 Epping, Colchester and Braintree have been working together to develop a common understanding of the similarities and differences of each service in scope through a process of discovery. This has also allowed common challenges and opportunities to be identified. A summary is shown at appendix B.

5.17 Details of how much the 3 Councils spend and the number of staff employed is shown below:

Service	FTE	Salary
Revs & Bens	126	£4.72m
HR	28	£1.17m
ICT/Programme Management Office	97	£4.6m
Finance	74	£3.8m
TOTAL	319	£14.29m

5.18 From the information derived through discovery, there is now a case to build a detailed business case, proposed model, delivery programme and structure for the creation of a single shared back office. To enable this the vision at appendix C has been adopted.

5.19 To develop the business case and commence development of a proposal for the service, a programme team now needs to be put in place as detailed at appendix D. This will include existing staff from each Council but will also require further capacity. This in turn will require an investment of £60K from each Council.

5.20 When the full business case and proposed structure for a shared back office is developed, this will be considered at a future Cabinet meeting.

6.0 Equality, Diversity and Human Rights implications

6.1 At this stage there are no direct implications. When the full business case for shared corporate services is reported to Cabinet, a full Equalities Impact Assessment will be included.

7. Strategic Plan References

7.1 Closer working across North Essex could potentially enhance delivery of all our key strategic objectives as detailed below:

- Respond to the climate emergency
- Deliver modern services for a modern city
- Improve health, wellbeing and happiness
- Deliver homes for those most in need
- Grow our economy so everyone benefits
- Celebrate our city, heritage and culture

8. Consultation

8.1 Consultation will be conducted with staff who work in the services discussed in this report. Unison have also been informed about the work to develop shared corporate services and will be consulted prior to any changes to roles or structures.

9. Publicity Considerations

9.1 There are no direct publicity implications at this stage.

10. Financial implications

10.1 The shared services arrangements already in place described above have resulted in a total of £220K annual budget savings.

10.2 The proposals in this report will require a total allocation of £80K of the Strategic Plan reserve.

10.2 Collectively, Braintree, Colchester and Epping are spending more than £14M on staff costs for the Corporate Services that are being considered as shared services. Although financial savings are not the only key driver for sharing these services it is anticipated economies scale and associated financial savings will be possible. These will be detailed in the full business case.

10.3 The Local Government Association collects [data on shared services](#) and has tracked that across the 626 partnerships that have been established a total of £1.34 billion has been saved.

11. Health, Wellbeing and Community Safety Implications

11.1 There are no implications at this stage of the development of the arrangements described above.

12. Environmental and Sustainability Implications

12.1 The North Essex Councils arrangements will allow even closer regional collaboration to deliver key priorities on Environment and Sustainability.

13. Health and Safety Implications

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

14. Risk Management Implications

14.1 A full risk register is being maintained as part of the shared services programme. Key risks and mitigations will be reported as part of the detailed business case.

Appendices

Appendix A – North Essex Councils Memorandum of Understanding

Appendix B – Common challenges and opportunities associated with Corporate Services

Appendix C – Shared Services Vision

Appendix D – Shared Service Programme Team

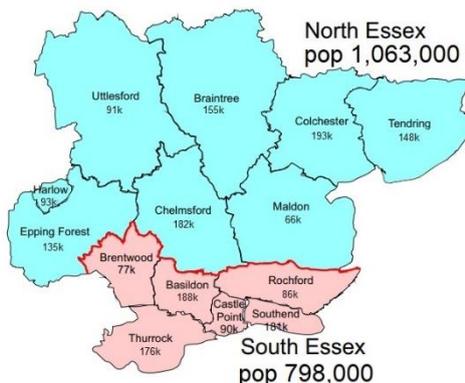
Background Papers

None

Association of North Essex Local Authorities Memorandum of Understanding

Between:

Braintree District Council
Chelmsford City Council
Colchester City Council
Epping Forest District Council
Essex County Council
Harlow Council
Maldon District Council
Tendring District Council
Uttlesford District Council



1. Background

- 1.1 Together, we are responsible for delivering services to over a million residents, equivalent to the City of Birmingham. The area delivers significant gross value added at over £17bn and supports almost 41,000 businesses.
- 1.2 This new partnership of North Essex Authorities is well placed to deliver local ambitions, to respond to emerging opportunities and Government policies, as well as being able to promote North Essex as desirable place for living, leisure and to do business in.
- 1.3 The Authorities have established a good track record of partnership working in various previous collaborations.
- 1.4 The nine Authorities wish to record their intention to establish the basis of our collaboration through a Memorandum of Understanding (MoU) and to form this new partnership, building on previous joint working successes.

2. Core Purpose and aims

- 2.1 The core purpose of NEA is to provide for a platform for enhanced cooperation across North Essex, to achieve better outcomes for our residents and businesses, by working together rather than separately. Through our collaborative approach we are best placed to develop and deliver a vision for North Essex, promoting sustainable growth for our economies and communities up to 2050.
- 2.2 NEA will focus on the strategic opportunities, regardless of individual local authority boundaries, for North Essex to influence and secure the collaboration and investment that will help our individual areas to flourish and realise their full economic, social and environmental potential.

2.3 The aims of NEA will be to:

- a. Agree a 2050 vision for North Essex.
- b. Provide strong and collective place leadership and a voice into Government.
- c. Increase the ability of all authorities to cope with public spending restrictions and increased demands on services.
- d. Influence Government powers and attract Government funding to North Essex.
- e. Raise the profile and reputation of North Essex as a desirable place for living, leisure and to do business in.
- f. Improve transport and digital connectivity, securing funding for strategic infrastructure.
- g. Provide sufficient new homes to meet the needs of a growing and ageing population.
- h. Attract investment and stimulate economic growth, focusing on key sectors and the low carbon economy.
- i. Increase productivity by improving educational attainment and access to skills relevant to our future labour market.
- j. Enable North Essex to respond and adapt to Climate Change
- k. Support wellbeing and healthy life expectancy by tackling the wider determinants of health with our health partners and the voluntary and community sector.
- l. Develop innovative approaches to funding to deliver shared objectives, including developing joint bids where appropriate.
- m. Work together to help harness the energy, know-how and assets of local communities.

3. Principles of collaboration

- 3.1. Working together on strategic priorities irrespective of local authority boundaries.
- 3.2. Creating collective scale, resilience, and impact for the benefit of our residents and businesses.
- 3.3. Tackling problems and issues that we cannot solve individually.
- 3.4. Collaborating to gain something, without losing something (including local identities).
- 3.5. Governance arrangements proportionate to our shared ambition.
- 3.6. Opportunities to discharge certain functions jointly, and pooling of resources, should be considered where this can have collective and measurable impact.

4. Term and Termination

- 4.1. This MoU shall commence on the date of the signature by each Authority and shall expire if NEA dissolves, with its area of influence reducing should any individual signatory authority withdraw

5. Variation

- 5.1. The MoU can only be varied by written agreement of all the Authorities, save for any individual authority withdrawing

6. Charges and liabilities

- 6.1. Except as otherwise provided, the Parties shall bear their own costs and expenses incurred in complying with their obligations under this MoU.

7. Status

- 7.1. This MoU cannot override the statutory duties and powers of the parties and is not enforceable by law. However, the parties agree to the principles set out in this MoU.

Issues & Outcomes



Organisational resilience – We all carry numerous vacant posts and find it difficult to recruit the right staff for the future. Working in partnership we can be more resilient by sharing services, sharing key posts, attracting the right people.



Improving capacity and agility – Specialists posts can be shared rather than a reliance upon agency staff and Suppliers. Peaks and troughs in workload can be dealt with through improved capacity and sharing of common processes and policies.



Staff retention and development – There is the opportunity to develop some bigger/challenging roles across the partnership that will underpin our ability to retain key staff. Investing in staff development will be a key part of service design.



Aligning and developing best practice – The co-design of services will enable us to build upon strengths, significantly improve common pain points and lead to a one-off change in delivery through the alignment towards shared service best practice.



Service efficiency – We will co-design more efficient services by designing out pain points whilst at the same time dealing with frustrations of staff with existing service delivery models .



Shaping our own future in Essex – Three strategically aligned partners can move quickly enough to co-design shared services now. This way we are in control of service delivery models rather than waiting to ‘be done to’.



Improve the customer journey – This programme presents us with a step-change (one-off) opportunity to co-design services around Customer needs.

Vision for a single shared back office

A Shared Back-Office is our destination. By 2025, we will be :

- More resilient organisations

Building a single shared back-office, organising and delivering services centered on those who use them and focused on outcomes

- Designed around customer needs

Better understanding of our customers, their needs and expectations; Increasing engagement with customers with greater focus on their priorities and what good looks like for them

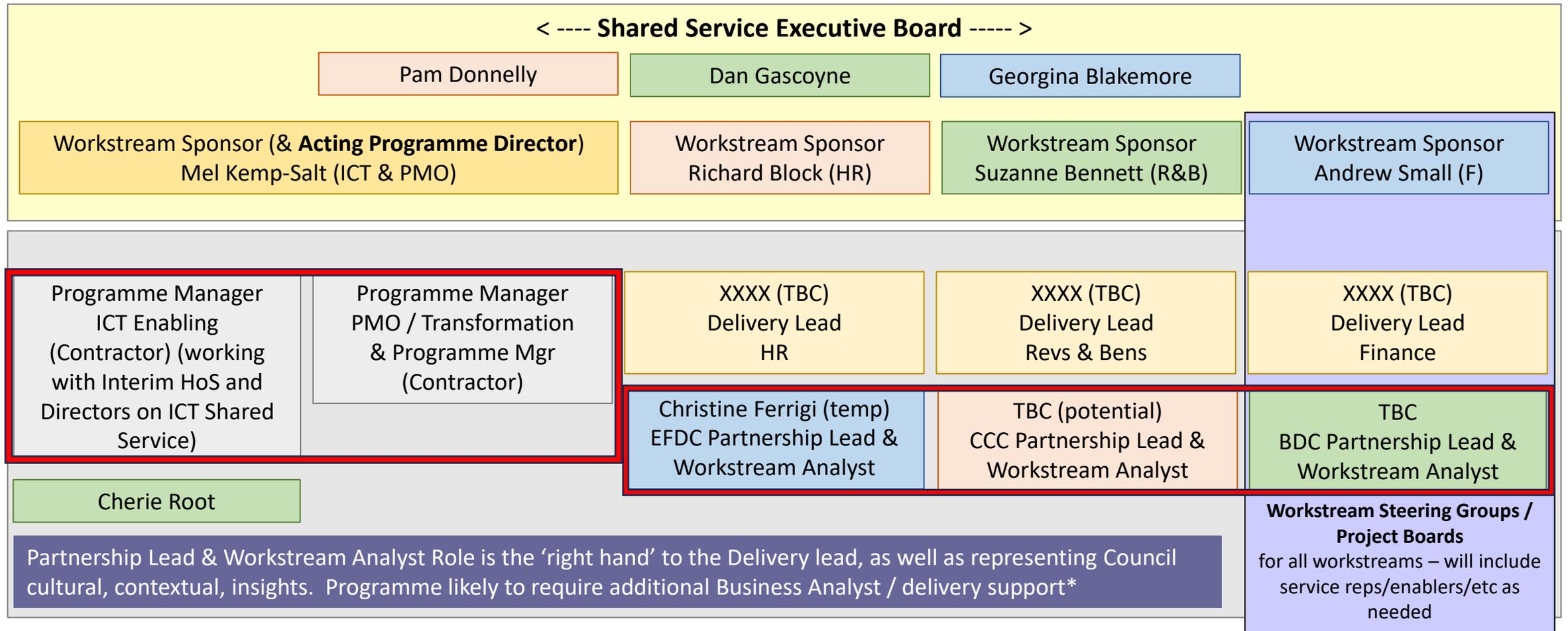
- Using money wisely, delivering value

Removing duplication, stripping out waste and non-value add activity, increasing efficiency

- Delivering Affordable and sustainable services

Improve the way in which we prioritise and manage peaks/troughs to ensure effective allocation of resources, using new service delivery models, with less reliance upon external agents/Suppliers

Shared Service Programme Structure



Cross Cutting Roles :

Comms Lead : Rachel Moseley **PA Support** : Julie Hunt

ICT Enabling (dual role with ICT Shared Service programme manager), **PMO** likewise

Representing Key :





Cabinet

Item
7(iii)

December 2023

Report of

Chief Operating Officer

Author

Richard Block

richard.block@colchester.gov.uk

Title

Local Government Association Peer Challenge Action Plan Progress

Wards affected

All wards

1. Executive Summary

- 1.1 The Local Government Association peer challenge process provides independent and external improvement support and challenge through a peer review, conducted by a team of councillors and senior officers from other local authorities.
- 1.2 Colchester City Council had a peer challenge in September 2022 and Cabinet approved an action plan to respond to the key recommendations made in January 2023. An update on progress was presented to Cabinet in July 2023. A follow up visit was also undertaken by the Peer Team in July 2023. The action plan has been updated to reflect the significant progress made. It is now divided into two sections, open and closed, for ease of use. This report provides an update on progress against the action plan.
- 1.3 The Senior Leadership team has fully embraced and engaged in the Peer Challenge process and readily acknowledges the value and focus that it has brought to the Council. Considerable effort has been made to deliver the recommendations made and this work continues in some areas.

2. Recommended Decision

- 2.1 To consider progress in responding to the Peer Challenge recommendations and identify any actions that require further attention.
- 2.2 To resolve that all outstanding work to respond to the Peer Challenge recommendations is reported through the normal performance reporting mechanisms.

3. Reason for Recommended Decision

- 3.1 To ensure the Council responds appropriately to the key recommendations made by the Local Government Association Peer Challenge and in turn support the continuous improvement of how the Council is operated.

4. Alternative Options

- 4.1 There are no alternative options.

5. Background Information

- 5.1 The Local Government Association (LGA) offers all councils the opportunity to have a Corporate Peer Challenge (CPC). This is free, and a tried and trusted 'critical friend' method of improvement.
- 5.2 The challenges faced by councils in the light of the Covid-19 pandemic are unprecedented. The CPC provides independent and external improvement support and challenge to not only assist councils' thinking about recovery but to also support those councils who wish to use this period to reset, reimagine and reinvent as well as rebuild.
- 5.3 The report identified 8 key recommendations as follows:
1. Focus on city status. Use this as an opportunity to galvanise partners, improve the borough's economic and cultural strength and raise the voice of Colchester;
 2. Get a firmer grip on the capital programme – manage all risks and improve your planning to ensure you have appropriate strategic finance, programme and project capacity and the resources to deliver;
 3. Co-design a compelling and longer-term place-based narrative/city vision to define Colchester for the future;
 4. Strengthen your political and officer 'leaders of place' roles and look beyond Colchester – map your anchor institutions, partners and stakeholders;
 5. Review your priorities and projects and refocus on delivering 'Brilliant Business As Usual' and strengthen your corporate resources;
 6. Strongly consider whether changing your election cycle will help you achieve your goals, ambitions and deliver improved services for Colchester's communities;
 7. Better define with your staff what 'hybrid working' means for CBC and provide a clear definition. Also, clarify how the new CBC values will be designed and embedded, communicating to staff how these define the Council and will help achieve Colchester's ambition; and,
 8. Commission an independent review of Colchester Commercial Holdings Ltd, and its subsidiaries, also undertake an internal review of Colchester Borough Homes to assess whether the companies are realising the benefits they were established to deliver.
- 5.7 In order to further improve and maximise opportunities available to the Council, it is vital the key recommendations are responded to appropriately. A full proposed action plan was approved by Cabinet in January 2023 following consideration by the Scrutiny Panel.
- 5.8 A progress Review was undertaken by part of the team that conducted the original peer challenge on 27 July 2023.
- 5.9 This report commented specifically that "It is clear to the peer team that in terms of the recommendations made in 2022, a comprehensive response has been seen. Significant progress has been made across all recommendations." The key areas of focus of the Progress Review were:
- Leadership Changes
 - Focus on City Status

- Get a firmer grip on the capital programme
 - Co-design a compelling and longer-term place-based narrative/city vision and strengthen the political and officer 'leaders of place' roles and look beyond Colchester
 - Strongly consider changing the election cycle
 - Commission an independent review of Colchester Commercial (Holdings) Ltd, and its subsidiaries, also undertake an internal review of Colchester Borough Homes.
- 5.10 Both the initial and follow up report brought into clear focus some key areas of activity that have been undertaken by the Council.
- 5.11 Significant progress has been made in delivering against the action plan and additional advice. An updated Action Plan is provided in Appendix A.
- 5.12 Looking forward, those areas of activity where work is ongoing will continue as business as usual as they are part of the commitment of the Council to deliver against its strategic objectives.

6. Equality, Diversity and Human Rights implications

- 6.1 The peer challenge team identified a positive approach taken by the Council to equality and diversity making reference to an external audit commissioned to help improve in this area. The team also identified Colchester has a young, diverse and dynamic community and emphasised the Council should work to harness that diversity better.

7. Strategic Plan References

- 7.1 Several of the key recommendations and findings of the peer challenge report will support the creation of the new strategic plan and subsequent delivery plan.

8. Consultation

- 8.1 The consultative nature of the peer challenge process has meant that a broad group of staff, councillors and partner organisations have been involved and have contributed to the final recommendations. The action plan has also been developed in consultation with appropriate staff and Councillors.

9. Publicity Considerations

- 9.1 An end-to-end publicity process has ensured that the peer challenge and resulting report have been widely publicised. Once the action plan is approved, it will also be publicised.

10. Financial implications

- 10.1 Several of the recommendations will have financial implications which will need to be carefully considered e.g. external review of wholly owned companies. There will also be some additional initial costs in implementing the action plan and provision has been made in the 23/24 budget for these.

11. Health, Wellbeing and Community Safety Implications

11.1 Delivery against several of the recommendations from the peer challenge will have a positive direct and indirect impact on, health, wellbeing and community safety.

12. Environmental and Sustainability Implications

12.1 There are no specific implications but in responding to the key peer challenge recommendations, the Council will have an even stronger focus on key priorities such Environment and Sustainability.

13. Health and Safety Implications

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

14. Risk Management Implications

14.1 In responding to the recommendations from the peer challenge the Council will be better placed to mitigate key strategic risks.

Appendices

Appendix A – Updated Peer Challenge Action Plan

Background Papers

None

Peer Challenge Action Plan Update – November 2023

Background

The Peer Review conducted in late 2022 was undertaken against 5 core themes that form the core components of all corporate peer challenges. Colchester City Council asked the review team to also include two additional themes. The Core Themes are:

1. **Financial planning and management** - Does the council have a grip on its current financial position? Does the council have a strategy and a plan to address its financial challenges?
2. **Local priorities and outcomes** - Are the council's priorities clear and informed by the local context? Is the council delivering effectively on its priorities?
3. **Organisational and place leadership** - Does the council provide effective local leadership? Are there good relationships with partner organisations and local communities?
4. **Governance and culture** - Are there clear and robust governance arrangements? Is there a culture of challenge and scrutiny?
5. **Capacity for improvement** - Is the organisation able to support delivery of local priorities? Does the council have the capacity to improve?

The additional themes requested by the Council are:

6. **Transformation and Organisational Development** – CBC needs to reset and realign its organisation to reflect resource pressures and significant changes in working arrangements to support residents effectively, as Colchester's communities grow.
7. **Regeneration and Growth** - Colchester, now a city, plays into some important strategic arrangements and has a strong place-based focus when exploring the opportunities ahead for devolution through the Levelling Up and Shared Prosperity Funds.

This Action Plan has grouped actions within these identified themes. Where these actions could be considered under multiple themes, the key theme has been selected. As significant activity has been undertaken since the original Action Plan was written, several actions have been completed and closed. For ease, this document is split into two sections with the Open Actions in Section 1 and Closed Actions in Section 2. All actions, whether open or closed are shown within their themes as referred to above.

The feedback from the Corporate Peer Challenge Progress Review dated 27 July 2023 has been incorporated within the column headed "What We Have Done." They have been included in what has been considered the most appropriate place albeit that in several cases, they could be included in multiple places. All the updates from the Progress Review have been prefixed "**From LGA Progress Review – July 2023.**"

Peer Challenge Action Plan Update – November 2023

Section 1

Open Actions

Peer Challenge Action Plan Update – November 2023

1. **Financial planning and management** - Does the council have a grip on its current financial position? Does the council have a strategy and a plan to address its financial challenges?

Capital Programme

Get a firmer grip on the capital programme – manage all risks and improve your planning to ensure you have appropriate strategic finance, programme and project capacity and the resources to deliver

Recommendation	What we have done (Presented to Cabinet 25/01/23) and evidenced in LGA Progress Review 27 July 2023)	What we will do	When will we do it?	Portfolio Holder / Lead Officer
Review of Capital Programme	Review of Capital programme including agreed approach and formation of dedicated project group, workshops to investigate issues and quick wins. Review included analysis of each project and ongoing review of Colchester Northern Gateway programme. Initial findings agreed with Leadership in April 23 included set up of a new Programme Management to improve governance, monitoring and performance. Recommendations also included, and agreed included a new prioritisation tool, additional resources in key areas, the pause of some projects to re-evaluate affordability given changed economy, new Buildings Maintenance data tool development, new KPI linked to forecasting and removal of dormant projects. A separate review of Assets was	Ongoing review of CNG programme through CNG Board set up Reset of the programme in Feb 2024. Review of Capital Strategy to take place 2024/25 following reset and further embedding of review work.	Ongoing Feb 24 2024-25	Cllr Mark Cory / Lucie Breadman / Andrew Small

Peer Challenge Action Plan Update – November 2023

	<p>commissioned to take initial findings forward and a review of Colchester Northern Gateway Programme also commenced and is still ongoing. From a financial perspective the review has included a deep dive into assumed borrowing requirements, the pause in some projects is supporting the in-year financial position. A tightening of the decision process for new projects will manage the future borrowing costs more effectively and a mid-year reset enabled inclusion of any urgent new projects only. New reporting format has been well received by Governance and Audit and an open and transparent workshop with PFH and shadow PFHs along with key wider member group was held on 28th Sept to run through review activities to date, recommendations, remaining programme, finances and next steps. Going forward work will continue with CNG review, feeding into the revised capital programme, along with outcomes from the new Asset Strategy and Corporate Landlord model. The annual cycle of programme reset will recommence in Feb2024 and the new discipline of reviewing Revenue and Capital budgets side by side will continue at both Senior Board and</p>			
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Peer Challenge Action Plan Update – November 2023

	<p>Leadership. A revised Capital Strategy will be developed during 2024/25.</p> <p>From LGA Progress Review – July 2023 - This is an area that you can clearly see is a priority for CCC and they have grasped the challenges ahead. Like many councils the current financial situation is a significant concern, but CCC are doing all they can to manage the situation including undertaking a comprehensive review of the Capital Programme with the report and recommendations informally agreed by Senior Leadership Board. The Council has put additional resources in place, with a new Programme Management Office. The Council has introduced a more robust gateway process, review of all projects, removal of old and dormant projects and amended prioritisation tool. The peer team recognises the challenges the Councils faces with its capital programme and stresses the importance of the new Section 151 Officer delivering his financial review within the agreed timescales.</p>			
<p>New strategic asset strategy: Commission and develop a new asset strategy and Delivery Plan to cover occupational corporate</p>	<p>Chartered Institute of Public Finance and Accounting (CIPFA) were commissioned to develop an overarching Asset Management Strategy and Investment Plan for the organisation.</p>	<p>A report to Cabinet will outline the rationale for a Corporate Landlord Team model and ask Members to consider agreement to move Colchester Borough Homes Assets related staff, functions, and budgets</p>	<p>November 2023</p>	<p>Cllr. Mark Cory / Mandy Jones</p>

Peer Challenge Action Plan Update – November 2023

<p>assets, future investment strategy and regeneration and surplus land</p>	<p>CIPFA have made recommendations and issued a draft report and strategy, aligning the work with the capital programme review.</p> <p>The draft strategy suggests the implementation of a Corporate Landlord Team (CLT) approach, which will involve Transformation in the delivery of assets work across the Council family. There will be several streams of work in setting up the CLT (structure of organisation, governance, data management and process / business improvement changes).</p> <p>A project team (including Amphora and CBH CEOs and with Project Management from the PMO has been set up to take the project forward.</p> <p>The establishment of the CLT model is a fundamental part of the future Asset strategy and decision making will be part of the Council's Transformation programme (including the CCHL review) and planned alongside to ensure interdependencies are accounted for and resource is allocated according to priorities.</p>	<p>into the Council as a first step. This aligns with a report from the Managing Director of Colchester Commercial Holdings Limited (CCHL) on the future strategy for CCHL, which includes repatriation of the Estates into the Council from CCHL as part of the corporate landlord model.</p> <p>First stage planning for Corporate Landlord has commenced with the appointment of an interim corporate landlord lead from November 20th 2023 to lead the wider transformation and transition of teams from Colchester Commercial Holdings Limited and Colchester Borough Homes.</p> <p>A Transition Group has been set up to manage and oversee the process of moving staff, functions, and budgets from Colchester Commercial Holdings Limited and Colchester Borough Homes.</p> <p>As part of the Transformation programme an outline plan for the corporate landlord team model will be developed</p>	<p>November 2023</p> <p>December 2023</p>	
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Peer Challenge Action Plan Update – November 2023

	CLT model commenced October 2023 but take 10-18 months to implement.			
Energy consumption and use of assets: Reduction in consumption of energy, possibility of use of renewables, retrofit opportunities.	An Energy Manager has been appointed and 6 properties have decarbonisation analysis plans prepared. We have started to scope further opportunities for carbon reduction in our estate and a first intervention has already been implemented to reduce electricity consumption from motors inside Leisure World. Smarter metering is also being planned, alongside better monitoring and management systems to inform behaviour changes. LED bulb replacements are now costed and will be one of several business cases prepared for some capital and revenue projects to be considered in budgeted setting processes that may also include solar PV additions to planned roof maintenance works. We are also developing a business case for a new water filtration system at Leisure World, which will save a significant volume of water and energy used to heat pool top-up. Plans have also been developed to upgrade the Building Energy Management System at the Town Hall.	Prepare a business case for LED replacement programmed for the Town Hall.	Complete	Cllr. Mark Cory / Mandy Jones / Mel Rundle /
		Prepare a business case for LED replacement programme for Leisure World	Complete	
		Prepare a business case for variable speed drives for Leisure World	Complete	
		Review the RIBA stage 3 design work for heating solutions at the Natural History Museum in time to prepare a bid to the PSDS grants scheme.	Complete	
		Help support the Sport England grant bid for energy efficiency measures at Leisure World.	Complete	
		Prepare business case for targeted sub-metering at Leisure World	End of December 2023	
		Collate the potential costs for all of the identified opportunities and feed into the PMO for capital programmed bid if unsuccessful with grant applications.	End of December 2023	
	Complete			

Peer Challenge Action Plan Update – November 2023

		Commission a desktop proposal for solar PV installation at Leisure World in time for the Sport England grant application		
Asset / Estates partnerships involvement: Review partnership involvement and identify future cross boundary opportunities (to align with cross council mapping of partnerships)	This will take place as part of the strategy development. In addition, a North Essex Energy Working Group has been set up to investigate opportunities in relation to the use of assets to support joint decarbonisation between Northeast Essex local authorities and the Health and Well Being Alliance, including funding opportunities and the use of solar PV.	<p>This work is ongoing and will be progressed further with the implementation of the corporate landlord function (as above).</p> <p>In addition, a North Essex Local Authorities working group has been set up to take forward cross boundary climate change and sustainability opportunities and the Energy group will be part of that work in future. A workshop is being planned for the new year to set priorities for the group.</p>	<p>Complete</p> <p>End February 2024</p>	Cllr. Mark Cory / Mandy Jones

Peer Challenge Action Plan Update – November 2023

2. **Local priorities and outcomes** - Are the council's priorities clear and informed by the local context? Is the council delivering effectively on its priorities?

City Status

Focus on city status. Use this as an opportunity to galvanise partners, improve the Borough's economic and cultural strength and raise the voice of Colchester

Harness the excitement and benefits - that city status offers and seize the opportunity with both hands, using it as the platform to raise Colchester's voice

Recommendation	What we have done (Presented to Cabinet 25/01/23) and evidenced in LGA Progress Review 27 July 2023)	What we will do	When will we do it?	Portfolio Holder / Lead Officer
Legacy and longer-term place making – A year of meeting and listening to our partners/ local businesses/Town and Parish Councils/ Uni/schools/residents to find out what City Status means to them and what they need from it	<p>Fabulous Year of Celebration with huge range of events and activities taking place across the whole City. Real buy in and use of Year of Celebration Marketing Branding giving a united feel backed up by great collaborations.</p> <p>'Board of Chairs' City Status Task & Finish Group (external leads of partnerships and Leader of Council). Came together to agree approach and link up with existing focus on 'Colchester City Centre the next 100 years'.</p> <p>£50m of investment and extensive engagement including face to face, online, workshops with young people overseen by our creative sector</p>	<p>Ongoing analysis of Masterplanning Consultation and next steps</p> <p>Continued work with university and Institute.</p> <p>Evolvement of Place Marketing Group led by BID</p> <p>Place Based Plan development with Health Alliance</p> <p>Scrutiny Update on 1st year of being a new City</p>	<p>Oct 23 onwards</p> <p>Ongoing</p> <p>Oct 23 onwards</p> <p>2024</p> <p>March 2024</p>	<p>Cllr. David King / Lucie Breadman</p>

Peer Challenge Action Plan Update – November 2023

	<p>partners. Participation in Key Cities Group for networking, knowledge, best practice and lobbying opportunities. Place based joined up marketing group, led by Business Improvement District to consider future vision and message has been successful, wide range of businesses participating, including big players like Zoo and Tiptree Jam (for the first time). Engagement with more rural areas (Town and Parish Councils) ongoing, debate at both scrutiny and policy panels with wider Cllrs and public. Tangible infrastructure change already underway in City Centre and engagement happening at all levels along with development of Place based plan and vision in consultation with key partners and Health Alliance.</p> <p>From LGA Progress Review – July 2023 - CCC has fully embraced the opportunities that City status brings Colchester and has established a 'Board of Chairs' City Status Task and Finish Group created with external leads of key partnerships and the Leader of Council.</p> <p>The approach is ambitious and together with wider partnership groups is looking at 'Colchester City Centre over the next 100 years' and through extensive engagement the Council has</p>			
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Peer Challenge Action Plan Update – November 2023

	delivered a Year of Celebration and is now looking at consultation on its City Centre Master Plan and vision and through maximising the opportunities that attendance on the Key Cities Group brings			
City Vision: Co-design a compelling and longer-term place-based narrative/city vision to define Colchester for the future	<p>Linked to City Status Legacy work and update above. Collaborative Marketing Group established to consider narrative and vision and have run workshops to discuss and debate options, looked at from different perspectives (business, tourism, community). Capacity and resources to develop this work being recruited – senior Marketing role. Co-designed narrative and toolkit will be developed and agreed through Team Colchester.</p> <p>From LGA Progress Review – July 2023 - it was clear that significant progress has been made across these two areas (City Vision and Leaders of Place). The new structure in place identifies a lead for key partnerships to reduce duplication including additional strategic capacity to support place-based health system work.</p> <p>The New broader partnership involvement in groups such as the key cities group, shared services, Team Colchester and City Regeneration Partnership demonstrate this.</p>	<p>Revise and adopt the City Centre Masterplan</p> <p>Develop a new city centre wide programmes plan to avoid clashes between schemes of work and maximise efficiencies</p> <p>Develop a new City Centre communications strategy with Team Colchester partners</p> <p>Work with Team Colchester and external advisors to explore the opportunities for a joint regeneration vehicle</p>	<p>Jan 24</p> <p>Dec 23</p> <p>Jan 24</p> <p>May 24</p>	<p>Cllr. David King / Lindsay Barker</p>

Peer Challenge Action Plan Update – November 2023

3. **Organisational and place leadership** - Does the council provide effective local leadership? Are there good relationships with partner organisations and local communities?

Leaders of Place Roles

Strengthen your political and officer ‘leaders of place’ roles and look beyond Colchester – map your anchor institutions, partners and stakeholders and effectiveness

Recommendation	What we have done <i>(Presented to Cabinet 25/01/23) and evidenced in LGA Progress Review 27 July 2023)</i>	What we will do	When will we do it?	Portfolio Holder / Lead Officer
Exemplar: Use Alliance as exemplar/tool to guide approach to further develop key stakeholder relationships.	Review and reset of the Alliance commenced with support and facilitation through the Local Government Association. Purpose to develop stakeholder relationships further and go “beyond partnership” to joint structures, shared resource, pooled budgets. Colchester City Council participation in national Kings Fund research into District roles with Integrated Care Systems in recognition of exemplar approach	Development of an integrated place-based health and care plan for Colchester. The Plan will focus on socio-economic influences and geographic challenges including those associated with deprivation, poor-health behaviours and access and quality of services. The plan will support our various Alliance partners strategic direction e.g. Tendring District Council/Colchester City Council strategies, joint forward plan within the ICB, SNEE integrated care partnership strategy and Joint Health and Wellbeing Plan for Essex as well as other system strategies that impact on our Alliance.	April 2024	Cllr. David King / Rory Doyle

Peer Challenge Action Plan Update – November 2023

	Following agreement of new terms of reference for the Alliance Committee the wider system governance and resources feeding in is now under review.	Engagement happening with Stakeholders across the system – Member Briefings etc. Work on developing Integrated Place based plans continuing – propose to have plan in place for Colchester by end of March 24		
ABCD / Communities Can: Support this developing work within CCC. Also capitalise on willingness of partners to step up and lean in on ABCD.	External funding secured for staff & member training as well as a Communities Can full time post to be hosted by Community 360 (recruitment underway). Training was paused last year due to the structural changes and the build up to Elections but is being progressed again in Summer 2023 SLT Update delivered to officers on the current progress and actions around ABCD / Communities Can (September 2023) Initial Ripple Effect Mapping Workshop has taken place in November 2023 to map the actions and impacts directly linked to ABCD. Map Production & Review to take place in Feb 2024	Build on SLT Update in September to ascertain some actions going forward for ABCD / Communities Can Training. Resume training programme and development of offer with our staff and services. Engage with partners and specific Communities Can resource to further embed this approach / way of working into the wider system. Undertake a Ripple Effect Mapping review of the work so far and continue to analyse and demonstrate the impact this is having for CCC and wider partners. Prepare Policy Panel report on ABCD / Communities Can for January 2024	Nov / Dec 2023 January 2024 October 2023 Onwards October 2023 / February 2024 Onwards January / February 2024	Cllr. Natalie Summers / Michelle Tarbun / Tom Tayler

Peer Challenge Action Plan Update – November 2023

		Delivery. Recommendations to be examined / actioned in due course.		
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Devolution and Government Reform

Devolution and Local Government Reform - the devolution agenda is very much alive in Essex. It requires attention by the Council

Recommendation	What we have done (Presented to Cabinet 25/01/23) and evidenced in LGA Progress Review 27 July 2023)	What we will do	When will we do it?	Portfolio Holder / Lead Officer
<p>Active participation: Assess CCC's position to advocate for a deal that works for Colchester</p>	<p>Post election the current Chief Executive and Leader represent continuity in the discussions with Department for Levelling Up, Housing and Communities and Essex partners. We have been involved from the beginning and have consistently made the case for second tier engagement at all levels and a broadening of the devolution agenda to include health and housing. Our elected members are fully appraised of progress as a result of regular engagement and briefings</p>	<p>Continue to engage actively in Greater Essex negotiations with DLUHC following the offer of a level 2 deal. Working towards a potential announcement in the Autumn Statement on November 22 2023. Keeping MPs and Members always engaged.</p> <p>Nov 23 - There was no formal update in the Chancellor's Autumn Statement re Greater Essex devolution. However, we expect to receive a formal announcement before Christmas following Lord Young's letter to all Greater Essex MPs</p>	<p>December 2023</p>	<p>Cllr. David King / Pam Donnelly / Matt Sterling</p>
<p>Resources: CCC to fully consider the resources required to ensure that it can</p>	<p>Currently the leadership of this responsibility lies with the Chief Executive and Leader. However, we are fully supported by the current</p>	<p>Opportunities not fully clear at this stage and will come from the current negotiations. Some resource already in place working through the details.</p>	<p>December 2023</p>	<p>Cllr. David King / Pam Donnelly</p>

Peer Challenge Action Plan Update – November 2023

<p>continue to deliver its priorities whilst maximising the opportunities that devolution/LGR could bring for Colchester</p>	<p>economic strategy team and the Executive Director for Place in ensuring our strategies respond to the opportunities for devolution. Relationships (e.g. Team Colchester) are well established to accept any future devolved powers re skills and transport.</p> <p>It is difficult to see what the devolution deal for Essex means for City, Borough and District Authorities which is why we stay fully engaged and ensure our resources are in a place which allows us to maximise to the opportunities associated with devolution.</p>	<p>We remain active in determining governance arrangements through the lead authority (Braintree)</p>		
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Peer Challenge Action Plan Update – November 2023

4. **Governance and culture** - Are there clear and robust governance arrangements? Is there a culture of challenge and scrutiny?

Strengthen engagement with ECC

CCC further strengthen political and officer leadership engagement with Essex County Council. The peer team heard it is getting better, however there is still more opportunity for improvement

Recommendation	What we have done (Presented to Cabinet 25/01/23) and evidenced in LGA Progress Review 27 July 2023)	What we will do	When will we do it??	Portfolio Holder / Lead Officer
<p>Working framework: CCC to lead development of this with ECC and town/parish councils, to provide clarity to the community on how all the tiers/constituent parts will work together</p>	<p>Facilitated Town and Parish Forum with a focus on key workstreams cutting across tiers of local government. Other examples include working with Essex County Council on waste Strategy development and City Master Planning. From LGA Progress Review – July 2023 - The relationship with Essex County Council will require continuing leadership from both parties, as shown by joint work on regeneration. Work on Public Health was seen as positive, and the sharing of the City Council's Rowan House HQ will help. But working with Highways was less so.</p>	<p>Work alongside ECC Sustainable Growth and Levelling Up Leads in the development of an integrated place plan for Colchester focussed on delivering against shared priorities.</p>	<p>April 2024</p>	<p>Cllr. David King / Rory Doyle</p>

Peer Challenge Action Plan Update – November 2023

5. **Capacity for improvement** - Is the organisation able to support delivery of local priorities? Does the council have the capacity to improve?

Review Priorities and Projects

Review your priorities and projects and refocus on delivering 'Brilliant Business as Usual' and strengthen your corporate resources

Recommendation	What we have done (Presented to Cabinet 25/01/23) and evidenced in LGA Progress Review 27 July 2023)	What we will do	When will we do it?	Portfolio Holder / Lead Officer
<p>Grow your own: Consider more use of apprenticeship levy and other innovative options for existing staff across CCC. Use to advance careers or move to new field within CCC. Corporate apprentice and graduate programme - further develop this.</p>	<p>We have a well-established and regarded apprenticeship programme in place. We currently have 20 staff working utilising the levy to gain professional qualifications and advance their careers including town planning, project management, chartered management, Human Resources, accountancy and data analysis. We are signed up to the Local Government Association graduate programme and intending to recruit our first cohort this year. We have also created a career progression route for frontline staff in Neighbourhood Services. This has supported 5 Recycling and Waste Loaders to become HGV drivers for the Recycling & Waste Service and drivers to become Route Coordinators.</p>	<p>Attendance at apprentice careers fairs at the Colchester Institute, sixth form college, Paxman Academy. Regular promotion of apprenticeship programmes to upskill and help staff to gain professional qualifications.</p> <p>Plans to sign up to National Graduate Scheme with Braintree and Epping Forest District Councils.</p> <p>Service workforce plans being developed which will focus on career development, growing our own, upskilling and succession planning.</p>	<p>Sept 2024</p> <p>January 2024</p>	<p>Cllr. Alison Jay / Jess Douglas</p>
<p>'Be 'Employer of choice': Develop this</p>	<p>Recruitment "squad" has started work on defining our employee value</p>	<p>Recruitment Squad is currently working on:</p>	<p>May 2024</p>	<p>Cllr. Alison Jay / Jess Douglas</p>

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<p>approach. Refocus on employee value proposition, repackage CCC's offer and focus on what it can provide for future employees.</p>	<p>proposition and branding as part of a comprehensive review of recruitment. This is a priority in the Organisation Development Plan. From LGA Progress Review – July 2023 - With the sector facing significant challenges around recruitment and retention, it is important that CCC continues to develop its Employer Value Proposition. It has an excellent working space, strong approach to valuing and supporting staff, good training and development opportunities and benefits package – CCC can become an employer of choice.</p>	<p>Researching best practice Identifying our employer brand and embedding across recruitment cycle Use of social media Extending our reach to attract a diverse pool of candidates –positive action Attending career fairs etc Providing help and support to young and neuro-diverse candidates for applications.</p> <p>So far: Jobs board on website under review and ready to launch. Proposals for inclusive website in development in partnership with website and communications team.</p>		
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Review Waste Service

Review your priorities and projects and refocus on delivering ‘Brilliant Business as Usual’ and strengthen your corporate resources

Recommendation	What we have done <i>(Presented to Cabinet 25/01/23) and evidenced in LGA Progress Review 27 July 2023)</i>	What we will do	When will we do it?	Portfolio Holder / Lead Officer
<p>Mode of delivery: Consider rationalising this across the borough</p>	<p>A consultant has been contracted to undertake a review and the development of a new Recycling & Refuse Strategy. A workshop has been undertaken with the Environment &</p>	<p>Work with the Environment & Sustainability Panel to recommend to Cabinet a draft recycling and waste strategy for Colchester:</p>		<p>Cllr. Martin Goss / Rosa Tanfield</p>

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	<p>Sustainability Panel but will need to be revisited following the elections. It is proposed to launch the new strategy in 2024, concurrent to a new Essex strategy.</p> <p>Three workshops have been undertaken with Members (to raise awareness of the need to develop a strategy, to receive feedback and insight into a vision and priorities benchmarking against other 'high performing' authorities and receive feedback on options for the service and how these options would be evaluated.)</p>	<p>Evaluate options against the agreed criteria to refine a short list of options. Undertake detailed technical and financial modelling of the short-listed options.</p> <p>Draft new strategy</p> <p>Present draft strategy to Environment & Sustainability Panel</p> <p>Recommendations to Cabinet</p> <p>Public consultation</p> <p>Present final strategy and deliver against plans</p>	<p>February 2024</p> <p>March 2024</p> <p>April/June 2024</p> <p>June/August 2024</p> <p>September/October 2024</p>	
<p>Recover costs: Explore every opportunity to recover reasonable costs of waste service delivery.</p>	<p>The 'free' bulky collection service has now stopped, with only a chargeable bulky collection available. The Saturday Household Drop Off Service has changed to target only areas of low disposable income. Both schemes have reduced revenue budget pressure by £51k. Introduced new services for third parties (Parish Councils, housing associations, etc) to pay for residual or garden waste drop off services.</p>	<p>Launch the new chargeable garden waste collection service.</p> <p>Review fees and charges and put forward recommendations.</p>	<p>January 2024</p> <p>January 2024</p>	<p>Cllr. Martin Goss / Rosa Tanfield</p>

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	<p>Introduced new a product offer for business waste customers through refurbishing bins. Increased food waste collection costs for business waste customers to reflect true costs of disposal. Full Council have agreed to the introduction of a chargeable garden waste scheme. Work is underway and plans are in place for it to be implemented in January 2024.</p> <p>Garden waste charging scheme has been agreed and has now launched, meaning that all residents have the opportunity to sign up to the scheme and have their garden waste collected from a wheeled bin. Reusable bags will no longer be an option, but can be retained and reused by the resident, or taken to the Household Recycling Centres for recycling. Residents also have other options to manage their garden waste, such as composting.</p>	<p>Launch the online subscription</p> <p>Last universal garden waste collection</p> <p>First garden waste subscription collection</p>	<p>Completed</p> <p>22 December 2023</p> <p>15 January 2024</p>	
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6. **Transformation and Organisational Development** – CBC needs to reset and realign its organisation to reflect resource pressures and significant changes in working arrangements to support residents effectively, as Colchester’s communities grow.

Hybrid Working and New Values

Better define with your staff what ‘hybrid working’ means for CCC and provide a clear definition. Also, clarify how the new CCC values will be designed and embedded, communicating to staff how these define the Council and will help achieve Colchester’s ambition

Recommendation	What we have done (Presented to Cabinet 25/01/23) and evidenced in LGA Progress Review 27 July 2023)	What we will do	When will we do it?	Portfolio Holder / Lead Officer
Increased finance capacity: Through an additional capital accountant	Additional capital accountant recruited and in place	We are working closely with Epping Forest DC in a shared services arrangements to align Finance Teams and thereby increase resilience, capacity and knowledge around technical areas.	Ongoing from April 2023.	Cllr. Alison Jay / Andrew Small
SUN group: To engage across CCC to develop the values/lead drive to enact them in everything the Council does.	Vision, Purpose and Values agreed. Speak Up Now employee engagement group engaged to identify ways to promote the values. Recruitment review underway to ensure inclusion. Values incorporated into new Appraisal App.	Recruitment squad meetings underway to incorporate VPV into the process. Appraisal App due for launch.	Ongoing Anticipated launch date December with Managers Network event/ Learning Pool elearning in January Q3/Q4	Cllr. Alison Jay / Amanda Mann

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	<p>From LGA Progress Review – July 2023 - The Council has developed and is due to launch a new vision, purpose and values and has taken a bottom-up approach to this, empowering staff to take this leadership role and work with managers to collaboratively develop these new approaches.</p>	<p>Potential all staff webinar to cover wellbeing and VPV</p> <p>Pam and Lindsay attending team meetings to promote VPV.</p> <p>Internal comms plan in place.</p> <p>VPV embedded into new Welcome to CCC face to face and eLearning induction.</p>	<p>Ongoing</p> <p>January 2024</p>	
<p>New management development programme: All teams to have clear understanding of values and are united behind them.</p>	<p>Organisational Development Plan action plan in place to embed new vision purpose and values alongside an internal communications plan. Values will be embedded in recruitment Employees Value Proposition, induction, appraisal and talent management and management development programmes.</p>	<p>Vision, Purpose, values launched with internal communications plan. Embedded in new induction workshop. Pam and Lindsay have attended team meetings to launch. All staff webinar planned for Nov 2023 Value graphics to be installed in RH and rolled out across other offices. Staff pulse survey planned. Values to be embedded in recruitment, appraisal App, L&D plans.</p>	<p>May 2024</p>	<p>Cllr. Alison Jay / Jess Douglas</p>
<p>People Strategy: Should complement the new Strategic Plan as enabler for improving workforce capability and engagement.</p>	<p>People Strategy and new Organisational Development Plan prioritises improving workforce capability and engagement. Business Partners are about to start work on service workforce plans with Head of Service following the new senior leadership team review.</p>	<p>HR Business Partners have attended LGA Workforce Planning training in September 2023.</p> <p>BPs will work with Heads of Service and managers to develop workforce plans to facilitate the delivery of service plans and priorities, including skills</p>	<p>December 2023</p>	<p>Cllr. Alison Jay / Jess Douglas</p>

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	<p>From LGA Progress Review – July 2023 - Ensuring all services areas are fully engaged, particularly those that work from alternative locations, such as Leisure Services and Waste and Recycling, will be a challenge, but the Peer Team recognise the positive work undertaken to date and encourage CCC to continue to improve staff engagement and embed the new structure to build on the opportunities provided by Rowan House and new ways of working</p>	<p>analysis, career pathways and development, talent management and use of apprentices.</p>		
<p>Talent Management: Shout about it; increase amount of staff information and guidance.</p>	<p>Talent management programme to be re-launched alongside the launch of the new appraisal App which bring performance and talent management together. Talent management will also be a theme in the service workforce plans.</p>	<p>New appraisal and talent management app to be launched November 2023.</p> <p>Talent management and succession plans to be included in service workforce plans currently in development.</p>	<p>Dec 2023</p> <p>Dec 2023</p>	<p>Cllr. Alison Jay / Jess Douglas</p>
<p>Equality and diversity: Be more proactive. Harness Colchester's diversity better.</p>	<p>Work progressing on developing an equalities framework and policy for community engagement and workforce, informed by the Local Government Association equalities framework.</p>	<p>New EDI policy in draft – consultation with EDI Group, champions and SUN Group has started.</p> <p>EDI L&D plan is being developed and has budget committed.</p> <p>Framework development started in conjunction with colleagues in Health and Wellbeing Service.</p> <p>Governance in place – quarterly reports to SLB have started.</p>	<p>December 2024</p>	<p>Cllr. Alison Jay / Mandy Jones / Jess Douglas</p>
<p>Recruitment and retention: Use devolution/LGR as a</p>	<p>Currently working with North Essex partners and Braintree and Epping separately on recruitment and retention</p>	<p>Work is progressing within North Essex Head of HR group.</p>	<p>Autumn 2024 in line with</p>	<p>Cllr. Alison Jay / Jess Douglas</p>

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<p>route to look more strategically at these challenges</p>	<p>challenges. Colchester City Council is involved in the project looking at Planners which is being supported by the Local Government Association. Currently have an agreed arrangement in place with Epping and Braintree as part of the shared services work to share vacancies and looking for joint working opportunities.</p>	<p>3 x NE council's are proposing to sign up to Essex CC temporary and agency framework. Essex CC recruitment team are developing a bespoke service for planning and proposing to extend this to other hard to recruit areas e.g finance and EHOs. NE Heads of HR have recommended that Essex CC recruitment team present to Chief Executives group at their next meeting. Currently have an agreed arrangement in place with Epping and Braintree as part of the shared services work to share vacancies and looking for joint working opportunities.</p>	<p>shared service programme</p>	
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7. **Regeneration and Growth** - Colchester, now a city, plays into some important strategic arrangements and has a strong place-based focus when exploring the opportunities ahead for devolution through the Levelling Up and Shared Prosperity Funds.

Review of CCHL and CBH

Commission an independent review of Colchester Commercial Holdings Ltd, and its subsidiaries, also undertake an internal review of Colchester Borough Homes to assess whether the companies are realising the benefits they were established to deliver

Recommendation	What we have done <i>(Presented to Cabinet 25/01/23) and evidenced in LGA Progress Review 27 July 2023)</i>	What we will do	When will we do it?	Portfolio Holder / Lead Officer
<p>CCHL review: Get independent external assurance that CCHL is meeting CCC's expectations; delivering real benefits; providing value for money. Also, that risks are understood, and governance arrangements are robust</p>	<p>A risk assessment was commissioned in November 2022 by Ethical Consulting which reported in December 2022 identifying clear risks and issues that needed addressing.</p> <p>A full review of Colchester Commercial Holdings Limited and its subsidiary companies was commissioned in January 2023 aligned to the departure of the Managing Director of Colchester Commercial Holdings Limited and will clarify strategic objectives in Summer with Colchester City Council and conclude in Autumn 23.</p> <p>An interim Managing Director was recruited in January 2023 (started March 2023) to lead the review of Colchester Commercial Holdings Limited and the development of the Board.</p>	<p>Following the review, a detailed report outlining the Proposed Future Strategy of Amphora has been prepared by the Interim Managing Director of CCHL. The report is being submitted to CCC Governance and Audit Committee on 17 October 2023 for consideration before it is commended to the Council's Cabinet.</p>	<p>Oct 2023 for Governance and Audit Committee</p> <p>Nov 2023 for Cabinet</p>	<p>Cllr David King / Lindsay Barker</p>

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	<p>A Shareholder team of senior officers was established to develop the action plan in response to the outcomes of the risk assessment and review and a short term 'Oversight' group comprising Executive members, Chair of Governance and Audit, Chairs of Colchester Commercial Holdings Limited and Colchester Borough Homes Board and leader of the Opposition was set up to consider the emerging action plan and response to the reviews.</p> <p>Immediate changes to the constitution were made and Governance and risk support and training has started with the Colchester Commercial Holdings Limited team.</p> <p>From LGA Progress Review – July 2023 - CCC has gripped this recommendation and undertaken a comprehensive risk assessment and full review of Colchester Commercial (Holdings) and subsidiary companies. A new Interim Managing Director has been appointed for CCHL and a new Shareholder officer Team established to develop an action plan in response to review recommendations.</p>			
<p>CCHL Annual Report: For both the Risk Assessment and the CCHL Peer Review</p>	<p>The Risk Assessment and Chartered Institute of Public Finance and Accountancy full review and response</p>	<p>Scheduled for review by Governance and Audit Committee</p>	<p>Nov 2023</p>	<p>Cllr David King / Lindsay Barker</p>

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	have both been reported confidentially into Governance and Audit Committee.			
<p>Team Colchester: Established in 2022 to lead regeneration in the City Centre. Chaired by Leader of City Council</p>	<p>Team Colchester is a cross party collaborative team comprising Leader of Colchester City Council and Essex County Council as well as lead Portfolio Holders for Regeneration and opposition members. It is now well established and has led the commissioning and development of the masterplan and transport strategy for the City Centre – extensive public consultation and engagement started 19 June 2023.</p> <p>Team Colchester was successful with its Levelling Up Fund Bid of £20m in Jan 2023 and is already underway with delivery of the schemes within the bid. Team Colchester is now exploring the wider regeneration opportunities underpinned by shared assets to deliver economic benefits, new public realm and new housing including the opportunities for a joint delivery vehicle to deliver.</p>	<p>Team Colchester continues to meet and is delivering:</p> <ul style="list-style-type: none"> • New programme management process for Levelling Up adopted • New city centre wide programmes plan to avoid clashes between schemes of work and maximise efficiencies • New City Centre communications strategy with Team Colchester partners • Exploration for the opportunities for a joint regeneration vehicle 	<p>Oct 2023</p> <p>Dec 2023</p> <p>Jan 2024</p> <p>May 2024</p>	<p>Cllr David King / Lindsay Barker</p>
<p>Joint levelling up fund submitted: We are awaiting the outcomes of this</p>	<p>This bid was submitted on time and was successful. As above circa £20m was awarded and mobilisation work is underway to deliver this programme.</p>	<ul style="list-style-type: none"> • Deliver programme funded by the bid including remodelling St Botolph's Junction, improving shopfronts, regenerating Britannia Yard. • Next steps: • ECC carry out next stage of design work for St Botolph's 	<p>Mar 2026</p>	<p>Cllr David King / Matt Sterling</p>

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		<p>junction following the public consultation</p> <ul style="list-style-type: none">• Masterplanning for Britannia by London and Continental Railways starts• Viability Review of Vineyard scheme concludes		
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Section 2

Closed Actions

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1. **Financial planning and management** - Does the council have a grip on its current financial position? Does the council have a strategy and a plan to address its financial challenges?

Capital Programme

Get a firmer grip on the capital programme – manage all risks and improve your planning to ensure you have appropriate strategic finance, programme and project capacity and the resources to deliver

Recommendation	What we have done (Presented to Cabinet 25/01/23) and evidenced in LGA Progress Review 27 July 2023)	What we will do	When will we do it?	Lead Officer / Portfolio Holder
Investment strategy: Develop to inform our future programme	Broad principles for investment will emerge from work on the future Asset Strategy for future direction for asset investment and regeneration (see above and work on the city centre). Further work will involve alignment with the Capital strategy and programme.	This work will be progressed as part of the Capital programme reset and Asset strategy and corporate landlord function (as outlined above). This will ensure strategic priorities are balanced and the capital programme reflects budget challenges.	Closed November 2023	Mandy Jones
Assets: Consider usage of large asset base to support focused key sector growth.	This is being considered as part of the commission to Chartered Institute of Public Finance and Accountancy for an Asset Management Strategy outlined under the Capital Programme item above. The report on the strategy will be delivered end July 2023.	This will be part of the work emerging from the strategy and corporate landlord team function (as outlined above).	Closed November 2023	Mandy Jones

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2. **Local priorities and outcomes** - Are the council's priorities clear and informed by the local context? Is the council delivering effectively on its priorities?

City Status

Focus on city status. Use this as an opportunity to galvanise partners, improve the Borough's economic and cultural strength and raise the voice of Colchester

Harness the excitement and benefits - that city status offers and seize the opportunity with both hands, using it as the platform to raise Colchester's voice

Recommendation	What we have done (Presented to Cabinet 25/01/23) and evidenced in LGA Progress Review 27 July 2023)	What we will do	When will we do it?	Lead Officer / Portfolio Holder
Year of Celebration – Commencing 1 January 2023. Focusing on Heritage and cultural events already happening + Big Siege Event and establish a clear marketing strategy.	Year of Celebration – Business Improvement District early adopter with Marketing Campaign followed by City Council Toolkit and Year of Celebration events and collaborative marketing approach. City Council including investment into two major events in calendar. Overall, 37 events in programme spanning city centre and rural areas, Link to events calendar Year of Celebration marketing image utilised widely by partners and now picked up in legacy work. In addition to these there has also been a Civic Ceremony, Royal Visit, Coronation Celebration linked, Creative Events Fund, Compassionate City Status, Celebration of Volunteering, and free heritage tours for residents.	<p>Programme of events in Year of Celebration have continued to increase throughout the year... BID feedback that footfall in City Centre has been better than ever with support of events and growing number of events described as phenomenal.</p> <p>Momentum feeding into confidence and programme of events for Christmas and next year.</p> <p>Planning a roundup of 'Year of Celebration' Media coverage in Jan'24 (not to clash with pre-Christmas marketing)</p>	Closed 27.9.23	Lucie Breadman

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<p>Civic – Award of City Status on 23 November 2022 and possible Royal visit, governance arrangements, branding and comms.</p>	<p>Year of Celebration – BID early adopter with Marketing Campaign followed by City Council Toolkit and Year of Celebration events and collaborative marketing approach. City Council including investment into two major events in calendar. Overall, 37 events in programme spanning city centre and rural areas, Link to events calendar Year of Celebration marketing image utilised widely by partners and now picked up in legacy work. In addition to Year of Celebration events, Civic Ceremony, Royal Visit, Coronation Celebration linked, Creative Events Fund, Compassionate City Status, Celebration of Volunteering, and free heritage tours for Colchester residents.</p>	<p>Completed.</p>	<p>Closed 27.9.23</p>	<p>Lucie Breadman</p>
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3. **Organisational and place leadership** - Does the council provide effective local leadership? Are there good relationships with partner organisations and local communities?

Leaders of Place Roles

Strengthen your political and officer ‘leaders of place’ roles and look beyond Colchester – map your anchor institutions, partners and stakeholders and effectiveness

Recommendation	What we have done <i>(Presented to Cabinet 25/01/23) and evidenced in LGA Progress Review 27 July 2023)</i>	What we will do	When will we do it?	Lead Officer / Portfolio Holder
<p>Focus: On resources and engagement on the relationships that will have most impact on residents and enable delivery of Strategic Plan.</p>	<p>Partnership strategy reviewed including evaluation updated approach to annual cycle. In addition, reflection and evaluation of existing partnerships:</p> <ul style="list-style-type: none"> • Annual review of partnerships and external bodies completed, and some removed from 2022 list. • New leadership structure focus on lead for key partnerships and reduction in duplication of Council officer attendance. • Key existing partnership reviews – Health Alliance – comprehensive review including workshops and agreed future approach to focus. • New broader partnership involvement – key cities, shared services, Team Colchester <p>From LGA Progress Review – July 2023 - it was clear that significant</p>	<p>Comments have been noted and CCC have undertaken to work closely with all partners across all facets of the organisation.</p>	<p>Closed November 2023</p>	<p>Cllr. David King / Richard Block</p>

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	<p>progress has been made across these two areas (City Vision and Leaders of Place). The New broader partnership involvement in groups such as the key cities group, shared services, Team Colchester and City Regeneration Partnership demonstrate this.</p> <p>The Council was a lead partner in the review and reset of the North Essex Health Alliance which has been recognised by the Kings Fund and District Councils Network on the role of district councils in driving better health outcomes through Integrated Care Systems.</p> <p>Overall CCC should look to strengthen engagement with partners at an operational level as well as ensuring it is as bold and ambitious as it can be with its plans for the City.</p>			
<p>Strategic discussions at Senior Leadership Board</p>	<p>Regular strategic horizon scanning including key relationships now conducted at Senior Leadership Board</p> <p>From LGA Progress Review – July 2023 - The Chief Executive has also restructured her Senior Leadership Team with new Heads of Service appointed. In addition, there is a new interim Managing Director of Colchester Commercial Holdings and a new board chair of Colchester Borough Homes. Although early days, this feels like a strong leadership team that has a</p>	<p>Now added Horizon Scanning to agenda so is Business as Usual</p>	<p>Closed 29/09/2023</p>	<p>Pam Donnelly</p>

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	shared vision and drive for improvement			
<p>Councillors: Ensure aware of, engaged in and supportive of CCC's future plans, particularly the opportunities that city status bring.</p>	<p>Monthly Chief Executive Update briefings as well as subject specific briefings e.g. finance, North Essex Garden Communities, Capital Programme review. Scrutiny Panel received peer challenge action plan and recommended changes. Further specific peer challenge update to Cabinet on 11/7 as well as an all Member briefing on 24/7</p> <p>From LGA Progress Review – July 2023 - it was clear that CCC continues to build on its strong approach to cross party working and despite the changes in leadership, there was a continued focus on delivering the best for Colchester's communities – this is to be applauded.</p> <p>The Council should look to further harness the strong pride in Colchester demonstrated by all the councillors we met.</p>	<p>Promoted at every available opportunity by the Chief Executive.</p> <p>Continued Member Briefings on a range of issues including Devolution, Town Deal and Levelling Up City Centre changes.</p> <p>City Status exploration at Scrutiny and Policy Panel in the first quarter of 2023 and a follow up will take place in the first quarter of 2024 for Scrutiny Panel.</p> <p>Policy Panel review of new Place Marketing Group in October 2023, endorsing collaborative approach.</p> <p>Cross party T&F board set up in early days to steer activities which are now part of ongoing business for Team Colchester, BID, Creative Colchester, Uni Civic Agreement and One Colchester.</p> <p>Cross party workshop on Capital Programme held late September.</p> <p>Future Place Vision work to be progressed through joint working with Health Alliance.</p>	<p>Completed and Closed Oct 2023</p>	<p>Pam Donnelly Lucie Breadman</p>

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<p>Look beyond Colchester and Essex: Time to look nationally and internationally.</p>	<p>The Leader was invited to attend an audience with King Charles at the request of the British Ambassador in Paris (rescheduled because of public disorder in Paris)</p> <p>The Mayor and other City figures represent us widely in Europe through a series of well established twinning events. The Chief Executive with other senior officers takes every opportunity to speak at local and national conferences and Local Government Association, District Council Networks. In addition, our work is showcased in academic publications most notably with the University of Essex and Anglia Ruskin University. This includes frequent reference through the Kings Fund to our leading work with health and wider system partners which is regarded to be excellent nationally. It remains an ambition to increase and broaden Colchester representation at national events.</p> <p>From LGA Progress Review – July 2023 - the Leader of the Council was invited to attend an audience with King Charles at the request of the British Ambassador in Paris and the Mayor and other City figures have represented CCC widely in Europe through twinning events.</p>	<p>This is embedded in Business as Usual including at SOLACE October 2023</p>	<p>Closed 29/09/2023</p>	<p>Pam Donnelly</p>
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<p>Effectiveness of Partnerships: Review of Partnership Strategy and evaluation of partnerships approach</p>	<p>Partnership strategy reviewed including evaluation updated approach to annual cycle. In addition, reflection and evaluation of existing partnerships:</p> <ul style="list-style-type: none"> • Annual review of partnerships and external bodies completed, and some removed from 2022 list. • New leadership structure focus on lead for key partnerships and reduction in duplication of Council officer attendance. • Key existing partnership reviews – Health Alliance – comprehensive review including workshops and agreed future approach to focus. New broader partnership involvement – key cities, shared services <p>From LGA Progress Review – July 2023 - The Council should consult with members around the best systems to progress case work. This could include the development of partner directories for sign posting and or the development of a member case work portal for the Council. By developing a ‘partnership directory’ or ‘partnership portal’, detailing partners from a range of sectors, councillors would be able to directly signpost, avoiding duplication and ensuring communities get the best service possible. In addition, similar engagement with members should</p>	<p>Strategy has reviewed and updated but will continue to evolve over time.</p> <p>Our annual evaluation of partnership involvement through democratic services will continue and a light touch review of the Strategy will happen on an annual basis.</p> <p>An owner of the Strategy needs to be allocated and talks are underway with the PMO.</p> <p>Highlighted parts of the July 23 update over do not feel correctly linked to this area and think wording changed in the final report (or at least it should have). No plans to develop a partnership directory, this would be very labour intensive and require ongoing resources to maintain and update that the Council just doesn’t have currently.</p>	<p>Closed Sept 23</p>	<p>Lucie Breadman / Michelle Tarbun</p> <p>May change to the PMO</p>
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	continue on matters related to S106 contributions.			
Resource: Identify additional internal strategic resource to work alongside new Alliance Director.	Strategic Directors appointed as part of new Senior Leadership Board - Alliance & Inequalities identified as lead role within Rory Doyle's 'portfolio' in support of Alliance priorities. Colchester City Council and Essex City Council agreed to provide formal strategic capacity into the Alliance up to 2 days per week to work alongside Alliance Dir and support Alliance Review and health system work. Proposals in development to establish permanent joint strategic roles to lead Place based health system work joint funded between Colchester City Council and Integrated Care Board	Memorandum of understanding in place between ICB and CCC and formal joint post - Associate Director of Alliance Integrated Strategic Partnerships Alignment of Head of Health Partnerships and Wellbeing role within the ICB Senior Team reporting to above.	Closed November 2023	Rory Doyle

Devolution and Government Reform

Devolution and Local Government Reform - the devolution agenda is very much alive in Essex. It requires attention by the Council

Recommendation	What we have done (Presented to Cabinet 25/01/23) and evidenced in LGA Progress Review 27 July 2023)	What we will do	When will we do it?	Lead Officer / Portfolio Holder
Active involvement: In the development of the devolution pitch for	Chief Executive attends fortnightly meetings with selected Chief Executives from across South and North Essex to participate in the	Pitch has been completed and the deal has been offered.	Closed 29/09/23	Pam Donnelly

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<p>Greater Essex by the Leader and Chief Exec</p>	<p>collaboration and co design of our devolution officer with colleagues from Southend, Thurrock and Essex. We participate in Department for Levelling Up, Housing and Communities workshops and are actively involved in supporting the Chief Executive at Braintree with the development of the Governance arrangements to support a future Combined Authority. In addition, we make a strong case for second tier authorities in ensuring a place perspective is reflected in the ultimate deal and the resources which will flow to communities.</p>			
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4. Governance and culture - Are there clear and robust governance arrangements? Is there a culture of challenge and scrutiny?

Change Election Cycle
Strongly consider whether changing your election cycle will help you achieve your goals, ambitions and deliver improved services for Colchester's communities

Recommendation	What we have done <i>(Presented to Cabinet 25/01/23) and evidenced in LGA Progress Review 27 July 2023)</i>	What we will do	When will we do it?	Lead Officer / Portfolio Holder
<p>Full Council Motion: To explore the alternative electoral arrangements, whether as now or 'All Up', or a variation. The Council will set up a cross-party working group to explore all options with findings to be presented to Full Council in February. Council can then review findings collectively and discuss next steps forward.</p>	<p>Cross party working group created to consider issue. A key issue is the forthcoming electoral boundary review. The group recommended to that consideration of changing the Council's electoral cycle be deferred until the forthcoming electoral review of Colchester has been completed and implemented in 2026.</p> <p>From LGA Progress Review – July 2023 - This area has been considered by Full Council on 22 February 2023. An all-party working group was created to consider the issue which identified a key consideration is the forthcoming electoral review of the city.</p> <p>Full Council therefore resolved that consideration of changing the Council's electoral cycle be deferred until the forthcoming electoral review of</p>	<p>This is now closed as a specific action and will be reviewed again once the forthcoming electoral review of Colchester by the Local Government Boundary Commission has been completed and implemented in 2026.</p>	<p>Closed 13/09/2023</p>	<p>Andrew Weavers</p>

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	Colchester by the Local Government Boundary Commission has been completed and implemented in 2026			
Political engagement: Immediate, with all councillors, to avoid risk of investigating option for which there is no political appetite	Cross party working group created to consider issue and make a recommendation to Full Council.	This is now closed as the working group met and made its recommendation to Full Council on 22 February 2023 which was endorsed	Closed 13/09/23	Andrew Weavers

Scrutiny

Consider how scrutiny can add greater value and impact through effective programming

Recommendation	What we have done (Presented to Cabinet 25/01/23) and evidenced in LGA Progress Review 27 July 2023)	What we will do	When will we do it?	Lead Officer / Portfolio Holder
Effective Scrutiny of Partnerships	Picked up as part of the review of partnerships strategy and included in that as well as Member Development lead looking specifically at programme of development to consider relevant content and support.	This is a repeat of the one above	Closed 29.9.23	Lucie Breadman / Michelle T
Resource: With support, scrutiny can provide challenge, help shape CCC's future direction and be effective in changing lives in the community	Scrutiny Panel Work programme reviewed at start of municipal year to identify areas where the Panel can achieve this. Scrutiny Panel is supported through a Senior Leadership Team lead officer, Democratic Services Officer and other Senior Board input (for example - Chief Operating Officer).	Continue to work with the Chair and the panel on the future work programme to deliver this recommendation.	Monthly in line with meetings Programme. Closed November 2023	Jess Douglas / Michelle Tarbun

Peer Challenge Action Plan Update – November 2023

	Chief Executive also meets with the chair of the Scrutiny Panel on a monthly basis to identify opportunities to achieve this.			
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Peer Challenge Action Plan Update – November 2023

5. **Capacity for improvement** - Is the organisation able to support delivery of local priorities? Does the council have the capacity to improve?

Review Priorities and Projects

Review your priorities and projects and refocus on delivering 'Brilliant Business as Usual' and strengthen your corporate resources

Recommendation	What we have done (Presented to Cabinet 25/01/23) and evidenced in LGA Progress Review 27 July 2023)	What we will do	When will we do it?	Lead Officer / Portfolio Holder
People Strategy: Reflect on capacity within HR/OD to deliver this.	Organisational Development Project Co-ordinator appointed and started Monday 5 June.	OD Project Co-ordinator appointed and is programme managing the OD Plan and supporting the delivery of OD projects within the programme.	Closed 5.6.2023	Jess Douglas
New Strategic Plan to be developed with prioritised delivery plan and a "golden rope" linking all CCC's strategies and operations; critical to stretched resources. This should be developed following engagement with councillors, staff, and stakeholders. The strategic plan should be clearly linked to a robust resourcing plan for people and finance, plus	New Strategic Plan developed and adopted at Full Council in February 2023. This was developed following an extensive "Future of Colchester" consultation including a public survey, councillor survey, focus groups and Councillor Policy Panel engagement. Delivery plan developed and adopted by Cabinet in March 2023. Clear resource allocations made to support delivery.	Completed	Closed November 2023	Cllr. David King / Richard Block

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CCC's wide portfolio of programmes and projects.				
Define 'Brilliant Business as Usual' through reviewing service provision and ensure this is appropriate for a modern green city and is deliverable with the resources available.	“Developing Modern Services for a Modern City” now a key priority within the new Strategic Plan and Delivery Plan. Service levels and models being redefined across several key services e.g. Neighbourhood Services, Customer Contact Centre, Sport and Leisure.	Completed	Closed November 2023	Cllr. David King / Richard Block
Review all projects and prioritise against the following tests: Delivery against new strategic plan and delivery plan objectives Support for refined “Brilliant Business as - Usual” services Available capacity to deliver	Updated Capital Project Prioritisation Tool and existing Project Prioritisation checklist embedded into Project Initiation Documents address this at a high level. Pre-Project and Feasibility Gateways which specifically challenge colleagues to think about outcomes, scope and funding including maintenance and human resources address this for new projects.	Completed	Closed November 2023	Cllr. David King / Richard Block
Strengthen corporate resources: Develop a business case - for strengthened Corporate Services and deliver by consolidation of services. Avoid continual chipping away at CS as impacts entire CCC. Services to	Business case developed and additional resources secured in finance, Project Management Officer, Human Resources and Communications through Strategic Plan Delivery Plan. Project Management Office set up with gateway process with oversight from Programme Delivery Group which includes Corporate Services. Shared	Completed	Closed November 2023	Cllr. David King / Richard Block

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proactively involve CS at project initiation stage to save services' time solving foreseeable problems.	Services programme with Braintree District Council and Epping Forest District Council commenced which aims to further strengthen corporate services through partnership and collaboration.			
Project Management Office: Re-establish to improve monitoring/oversight/control of resources across all projects and programmes. Define methodology and develop approach - will benefit delivery of CCC's ambition, workloads, prioritisation, risk management.	New Programme Management Office and gateway process established with additional project resources secured through strategic plan delivery plan resource allocations.	Completed	Closed November 2023	Cllr. David King / Richard Block
Key Performance Indicators: Review to ensure relevant for the future.	Full review of Key Performance Indicators conducted and new Key Performance Indicators linked to new Strategic Plan adopted by Cabinet in June.	Completed	Closed November 2023	Richard Block

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6. **Transformation and Organisational Development** – CBC needs to reset and realign its organisation to reflect resource pressures and significant changes in working arrangements to support residents effectively, as Colchester’s communities grow.

Hybrid Working and New Values
Better define with your staff what ‘hybrid working’ means for CCC and provide a clear definition. Also, clarify how the new CCC values will be designed and embedded, communicating to staff how these define the Council and will help achieve Colchester’s ambition

Recommendation	What we have done <i>(Presented to Cabinet 25/01/23) and evidenced in LGA Progress Review 27 July 2023)</i>	What we will do	When will we do it?	Lead Officer / Portfolio Holder
Define and communicate hybrid working	Action delivered Rowan House working group has worked together to develop Hybrid principles and Rowan House Guidance: <u>Link to Principles for working well together in a hybrid world</u> <u>Link to Rowan House Hub guidance - making the Hub work for all</u>	No further action	Oct 2023 Action closed. Hybrid working policy and Rowan House guidance in place.	Jess Douglas
New CCC values: Clarify how these will be designed and embedded. Communicate to staff how these will define the Council and help achieve Colchester’s ambitions.	New values have been developed with the Speak Up Now Group and have been featured in all staff webinars Culture change programmed embedded in Organisational Development plan which is progressing		Oct 2023 Delivered and closed	Jess Douglas

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<p>Internal upgrading: Consider ways to balance this with external recruitment.</p>	<p>This is already in place. A key priority in the People Strategy is to consider internal talent and succession before any external recruitment. This has been facilitated by the recruitment freeze also.</p>		<p>Oct 2023 Closed - delivered</p>	<p>Jess Douglas</p>
<p>Reward and Recognition programme: Revisit to ensure inclusive re nominations and decisions.</p>	<p>Work has started on reviewing the reward and recognition programme to align with new vision, purpose and values.</p>	<p>New reward and recognition scheme to be launched during all vision, purpose, values webinar.</p>	<p>Closed November 2023</p>	<p>Jess Douglas</p>
<p>Programme management office: Put in place new strengthened PMO</p>	<p>New Programme Management Office and gateway process established with additional project resources secured through strategic plan delivery plan resource allocations.</p>	<p>Completed</p>	<p>Closed November 2023</p>	<p>Richard Block</p>
<p>Shared services: Discussions progressing across Essex</p>	<p>Shared Service programme launched with Epping and Braintree with interim shared Section 151 officer and shared Service Director for Digital and Transformation now in place. Further opportunities being considered across a range of services including finance, Human Resources, Revenues and Benefits, Building Control and Waste.</p>	<p>A full Shared Service Programme now in place for shared back-office functionality. This will be measured and monitored via the Transformation Programme</p>	<p>Closed November 2023</p>	<p>Richard Block</p>

Peer Challenge Action Plan Update – November 2023

7. **Regeneration and Growth** - Colchester, now a city, plays into some important strategic arrangements and has a strong place-based focus when exploring the opportunities ahead for devolution through the Levelling Up and Shared Prosperity Funds.

Review of CCHL and CBH

Commission an independent review of Colchester Commercial Holdings Ltd, and its subsidiaries, also undertake an internal review of Colchester Borough Homes to assess whether the companies are realising the benefits they were established to deliver

Recommendation	What we have done <i>(Presented to Cabinet 25/01/23) and evidenced in LGA Progress Review 27 July 2023)</i>	What we will do	When will we do it?	Lead Officer / Portfolio Holder
<p>Role review of CCHL and CBH: To define CCHL and CBH future role in capital projects. To be picked up in CCHL and CBH reviews.</p>	<p>The future role of Colchester Commercial Holdings Limited in the delivery of capital projects is being explored as part of the review of the companies. A recommendation will be considered by Colchester Commercial Holdings Limited Board and Cabinet in June 23. The relationship between Colchester Borough Homes / Colchester Commercial Holdings Limited and Colchester City Council in terms of assets and facilities management is being explored as part of the asset strategy.</p> <p>From LGA Progress Review – July 2023 - The Council has also established a councillor group to oversee delivery of action plans for CCHL and CBH.</p>	<p>Work continues and is being done as part of the ongoing reviews of both CCHL and CBH.</p> <p>The progress will be reported in the open actions entitled: CCHL Review CBH Review</p> <p>As a result, it is proposed that this action is closed.</p>	<p>Closed Oct 2023</p>	<p>Lindsay Barker</p>

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	This work has been completed at pace and significant progress has been made, the LGA see this work as notable practice			
<p>CBH review: Undertake a review to understand if there is an overlap between CCC services and the work of CBH. Can be in-house review</p>	<p>A risk assessment was commissioned in December 2022 by Housing Quality Network. It identified risks, issues and opportunities in partnership with Colchester City Council and Colchester Borough Homes. A new chair of Colchester Borough Homes was appointed in May 2023 An action plan to respond to the Housing Quality Network recommendations has been agreed and is mainly completed. It has been developed with the shareholder team and reported into the oversight member group (outlined above) From LGA Progress Review – July 2023 - The Housing Quality Network completed a review of Colchester Borough Homes and an action plan created, with a new board Chair appointed.</p>	All the actions recommended by The Housing Quality Network review carried out in December 2022 have been completed and reported at CCC/CBH Principal Liaison	Closed Oct 2023	Lindsay Barker
<p>Regeneration and growth agenda: Take a more proactive approach to target the sectors CCC wants to attract to its area.</p>	<p>The new Economic Strategy was adopted by Council in March 2023 and outlines the key sectors and opportunities. Colchester City Council has also contributed to the North Essex Economic Strategy refresh which will</p>	Colchester City Council will use their Economic Strategy to ensure clear focus and direction in their efforts to target the sectors they wish to attract to the area. This is a BAU activity, and the specific action can be closed.	Closed Oct 2023	Lindsay Barker

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	<p>identify regional opportunities to progress. Colchester City Council supported the launch of the Care Tech sector initiative in May 2023 which it developed and is now appropriately led by Essex County, Essex University and the Integrated Care Board.</p>			
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Cabinet

Item
8(i)

19 December 2023

Report of	Head of Operational Finance	Author: Adam Wood
Title	Local Council Tax Support Scheme 2024/25	
Wards affected	All wards	

1.0 Executive Summary

1.1 Local Council Tax Support (LCTS) is one of the largest financial support mechanisms for Colchester residents on a low income. Currently, Colchester operates a 'means-tested' LCTS scheme which means for every £1 of income a customer receives, this will impact their award and subsequent Council Tax payments.

This is particularly an issue with our customers who are in receipt of Universal Credit (UC). UC is assessed monthly and any small change in their award must be accounted for within their LCTS entitlement. This means a customer's LCTS entitlement could change every month. On average, we revise a customer's LCTS entitlement 8 times per year where they are in receipt of UC.

The frequent changes in Council Tax payments are extremely administratively intense and this also causes confusion for customers. Even a very minor change in a person's income leads to numerous letters being posted, increased customer contact and having a negative impact on our Council Tax recovery.

We are proposing the introduction of a simplified LCTS 'banded' scheme for 2024/25 which will assist in combatting these issues. This includes making the scheme easier to understand for residents, giving them more stability in their award whilst significantly reducing back-office administration.

2.0 Recommended Decision

2.1 Adopting a 'banded' Local Council Tax Support scheme for 2024/25.

2.2 The Local Council Tax Support scheme 2024/25 be referred to Full Council for approval and adoption.

3.0 Reason for Recommended Decision

3.1 The process of UC managed migration is now underway from July 2023 in East Anglia. This means more people will be moving over to UC from 2024/25 so it is vital processes are put in place to try and simplify Council Tax payments for our most vulnerable residents.

3.2 Some key benefits of adopting a 'banded' LCTS scheme include, but are not limited to:

- Improved Council Tax recovery
- Quicker decision(s) for our customers

- Fewer bills sent to customers.
- Back-office admin savings
- Cost neutral – overall level of support remains the same (£9.31m)
- Reallocating of resource to other areas to maximise savings and concentrate on generating revenue
- Improved customer journey – simple application form, digitalisation
- Improves possibilities for shared working
- Reduced customer contact
- Protection for those customers who will be worse-off

4.0 Alternative Options

4.1 No changes are made to the LCTS scheme for 2024/25.

5.0 Background Information

5.1 What is Local Council Tax Support (LCTS)?

- LCTS is a means-tested Benefit that supports around 8,800 households throughout Colchester. Nearly 5,500 of these households are working age.
- LCTS for working age residents is a locally designed scheme which Colchester City Council (CCC) has full influence over. LCTS for pension age residents is set by Central Government using Prescribed Regulations – CCC has no influence over this scheme design.
- Any changes proposed in this scheme will impact only working age residents. Pension age residents will remain on the current scheme, set by Government.

5.2 Colchester City Council's Current Scheme (2023/24) – working age only

5.3 The scheme has remained relatively static since 2018. The key features of the working age scheme include:

- Means-tested benefit
- A maximum entitlement of 85% for low-income residents (implemented for 2023/24 due to the cost of living crisis – previously 80%)
- Capped at Council Tax Band D
- A minimum entitlement of £2.00 per week needed to qualify
- Capital limit of £6,000
- A £12.00 flat-rate non-dependant deduction (a non-dependant is another adult who lives in the property, but not a partner).

5.4 Financial Considerations

5.5 The current cost of the LCTS scheme is £9.31m and the cost of the scheme is shared between the preceptors as follows:

Essex County Council	-	73.52%	-	£6.84m
Essex Police	-	11.43%	-	£1.06m
Colchester City Council	-	11%	-	£1.02m
Essex Fire and Rescue	-	4.05%	-	£0.38m

As shown above, the scheme currently costs CCC around £1m per year.

Generally, the cost of the scheme increases by around 5% each year due to the increase in Council Tax charges and the growing Council Tax base. This increase in cost is offset by the increase in Council Tax revenue year-on-year.

5.6 Caseload

5.7 Between 2013 and 2020, LCTS caseload decreased year-on-year. Due to the pandemic, caseloads increased in 2021 but have now settled to pre-covid levels and are falling year-on-year.

The current caseload is 8822 with nearly 5500 of those cases being working age.

We anticipate caseloads to follow the trend of recent years and decrease between 1-2% for 2024/25.

See Appendix item A for an overview of the caseload since 2013.

6.0 What is a 'banded' LCTS scheme?

6.1 The scheme works by placing a customer's weekly income into a corresponding 'band' based on their household make-up.

The amount of support a customer receives will only change if their income or household changes significantly to move them into a different 'band'.

The 'award' is applied as a discount directly onto their Council Tax bill. The discount will be applied and highlighted on the Council Tax bill similarly to how a Single Person's Discount or other similar discount would be shown.

We are also proposing a 'protected' group which means Colchester's most vulnerable households will receive maximum support towards their Council Tax (80%).

The support will be restricted to 2 children, these are the same rules applied within Universal Credit. As such, any customer with 3+ children will not qualify for any additional support.

See Appendix item B for our proposed 'matrix' and further details.

7.0 Rochford Case Study

7.1 We have been working closely with Braintree and Epping District Council as they are on a similar path to us and are also proposing a change to a 'banded' scheme for 2024/25. Epping's scheme has recently been granted Cabinet approval and Braintree's scheme is expected to be granted approval in December.

We have also been in frequent contact with Rochford Council as they successfully moved over to a banded scheme in 2022/23.

Since moving over to a banded scheme, Rochford have:

- Seen an improvement in their speed of processing – customers are receiving their decision's faster (previously averaged 30 days – now 2)
- Carried out a customer satisfaction survey – 4.6 out of 5 for the application process as a whole
- Reskilled 15% of their Benefits staff in different areas to increase income and maximise back-office savings
- Estimated to have saved £41k in admin FYE 2022/23
- Had no negative impact on Council Tax recovery
- Reviewed 10% of their cases in year one

Brentwood and Castlepoint have also successfully moved across to a 'banded' scheme and the expectation is more authorities will follow suit this year and next.

8.0 Why change to a 'banded' LCTS scheme?

- 8.1 As more people continue to move across to Universal Credit (UC), their income is assessed each month and any small change in their income subsequently changes their Council Tax instalments. This causes confusion for residents, increased customer contact, resetting of direct debits and negatively impacting Council Tax recovery. On average a UC customer will receive 8 bills per year.
- 8.2 The process of UC managed migration started in July 2023 in East Anglia. This means more people will be moving over to UC from 2024/25 so it is important processes are put in place to try and simplify Council Tax payments for our most vulnerable residents and give them stability where possible.
- 8.3 Advantages of a 'banded' scheme include:
- Savings in back-office admin due to fewer customer changes to process
 - Customers have stability as their award will not fluctuate with every change in their income
 - Customers will receive a decision faster
 - Maximum support for vulnerable households via the 'protected' group
 - Reskilling of staff to assist in other areas of Revenues and Benefits to maximise income and back-office savings
 - Reduced customer contact allowing resource to be focused on more complex cases
 - Emphasis is on the customer to notify us of any changes
 - Easy for customers to understand their 'band' based on their household and weekly net income
 - Improved recovery of Council Tax
 - Reduced postage costs
 - Cost neutral – overall level of support remains at £9.31m per year
 - Easier to train staff (new and existing)
 - Allows prioritisation of other areas of work which can bring an additional income to the Council e.g., Housing Benefit overpayments, Council Tax arrears
 - Allows for more possibilities for shared working/services
 - Shorter and simplified application form (2-3 pages)

8.4 Consistency and Equitable

The Government are moving more and more households over to Universal Credit. Calculations for Council Tax Support are different for those who receive Universal Credit than they are for those who do not. To ensure consistency with non-Universal Credit assessments the Council is proposing to introduce a banded scheme before the migration to Universal Credit is complete. The Council believes this will help to simplify the transition for those in receipt of such benefits.

9.0 Additional changes to the scheme

- 9.1 As well as introducing the 'bands' as per appendix item B, we are also proposing some additional changes to assist in simplifying the scheme for our residents and maximise support where possible:
- Introduction of a 'protected' group to maximise support to those who need it most
 - Removal of the non-dependant deduction (£12 p/week)
 - Removal of the band D cap

- Removal of the £2.00 minimum entitlement
- Child Benefit to be disregarded
- Discretionary backdating allowing staff to backdate further than 1 calendar month to give additional support to those who need it most
- £25 per week earnings disregard for any working household
- Capital limit to remain at £6,000

10.0 Protected Group

10.1 We are proposing a 'protected' group is introduced which allows those who are eligible to receive maximum support (80%). This group maximises the support for those who need it most.

10.2 To be classed as 'protected', a household member must receive at least one of the following:

- Employment Support Allowance Income Related
- Job Seekers Allowance Income Based
- Income Support
- Personal Independence Payments
- Disability Living Allowance
- Employment Support Allowance with Support Component or Work-Related Activity Component
- Armed Forces Independence Payments
- Working Tax Credit with disability element
- Severe Disablement Allowance
- Universal Credit with Limited Capability for Work element
- Universal Credit with Limited Capability for Work Related Activity element
- Constance Attendance Allowance
- War Pension Mobility Supplement
- Severe Disablement Pension
- Legally certified as blind

10.3 These customers will not be exempt from the £6,000 capital limit rule.

11.0 Transitional Protection for those worse-off

11.1 We have introduced measures to try and minimise the number of customers who will either see a decrease in their entitlement when moving across to the new scheme, or not be entitled at all. However, inevitably, due to the nature of a 'banded' scheme there will be customers who will receive less support.

11.2 We are proposing any small savings that are made by changing to 'banded' scheme are re-invested back into the scheme to ensure those who need it most are supported.

11.3 For any customer who is not entitled to any support under the new scheme, we are proposing a one-off payment to be made directly towards their Council Tax. The amount will be equivalent to what they would have received in support based on the current scheme in place today. Our modelling estimates 6 households will not be entitled to any support under the new scheme, they will be supported with the one-off payment for 2024/25, totalling £5.9k in support.

11.4 Similarly, any customer who will be worse-off by £2.00 per week (£104 per year) or higher, following them transitioning across to the new scheme from 1 April 2024, will also

receive a one-off payment towards their Council Tax. The amount will be equivalent to what they would have received in support based on the current scheme in place today.

- 11.5 Our modelling estimates there are 144 households who will be worse-off by more than £2.00 per week. It will cost an estimated £43k to support these households for 2024/25.
- 11.6 This means the total cost for supporting the 150 households will be £49.7k. Any agreed transitional protection payments will be shared across the preceptors so Colchester will be liable for 11% of the cost (£5,500). It is important to note that this additional cost will not take the overall cost of the LCTS scheme above its budgeted £9.3m.
- 11.7 All 150 cases will be reviewed prior to changing scheme, this is to ensure the level of support is correct and any transitional protection payment is correctly administered.
- 11.8 Please see appendix item C for a detailed breakdown of the transitional protection.

12.0 Reviews

- 12.1 By moving over to a 'banded' LCTS scheme, the emphasis is put back on the customer to notify us of any changes to their entitlement (band). Changes may include, but are not limited to:
- Income going up or down.
 - Someone moving in or out of the property.
 - Capital increasing.

A review process will be put in place to ensure a customer's 'band' is correct based on the information they have provided.

Checks will be carried out annually and, in most cases, will be against claims that are more likely to see a change in their circumstances e.g., self-employed, larger families, people with more than one employment.

Customers who are sampled for a review will be asked to re-confirm their circumstances and a new 'band' will be applied if necessary.

We anticipate we will be able to review at least 10% of our caseload in year 1, with this increasing in year two as processes become more efficient.

We are currently carrying out some research into penalties and fines for customers who we suspect have deliberately not told us about a positive change in the circumstances.

Unfortunately, we were not able to include this in this year's scheme as it's a larger piece of work surrounding Council Tax billing, and not just LCTS. However, it is something we are looking at for 2025/26. This would not only act as a deterrent, but also a way to generate additional income to the Council.

Overall, with this being a new scheme and a new way of working, we will constantly be reviewing processes and adjusting if necessary.

13.0 Other options – no changes to the scheme

- 13.1 The scheme for 2024/25 could remain static which may give residents some certainty but will not help combat the problems faced with administering a 'means tested' LCTS scheme.

13.2 LCTS awards and Council Tax bills will continue to fluctuate month-by-month and the benefits of changing to a 'banded' scheme will not be seen.

14.0 Equality, Diversity and Human Rights implications

14.1 An EIA has been completed in line with the policy/change being proposed to the Local Council Tax Support scheme for 2024/25.

14.2 A link to the completed EIA can be found [here](#).

15.0 Standard References

15.1 There are no references to the community safety; health and safety or risk management implications.

16.0 Strategic Plan References

16.1 There are no references to the Strategic Plan, however, it is in line with cabinets new priorities regarding addressing the "cost of living" crisis.

17.0 Consultation

17.1 A change to the LCTS scheme for 2024/25 required a 6-week public consultation. The survey was published on our website, and we contacted a sample of our customers directly to ask them for their feedback on the proposed changes.

The full results can be found alongside this report (item D), but the key findings are as follows:

- 76.67% in favour of a banded LCTS scheme for 2024/25.
- 74.7% in favour of removal of non-dependant deductions .
- 81% in favour of disregarding certain elements of Universal Credit.
- 76.92% in favour of a flat-rate £25 per week earnings disregard.
- 86.84% in favour of amending the backdating regulation to allow us to go back further than 1 month.
- 84.21% in favour of disregarding Child Benefit and Child Maintenance.
- 93.42% in favour of continuing to disregard War Pensions in full.
- 82.89% in favour of capital limit remaining at £6,000.
- 81.33% in favour of introducing transitional protection to support those customers who may lose out.

18.0 Publicity Considerations

18.1 A communications plan would be key in publicising the proposed changes to the scheme for 2024/25. The CCC website and social media channels would be key methods of publicising the proposed changes.

We will also be working with third-party organisations, such as the Citizens Advice Bureau, Social Landlords, and charities to help publicise the changes and obtain feedback on the scheme.

The use of phone-line messaging and direct mailings would also play a key role in promoting the new scheme.

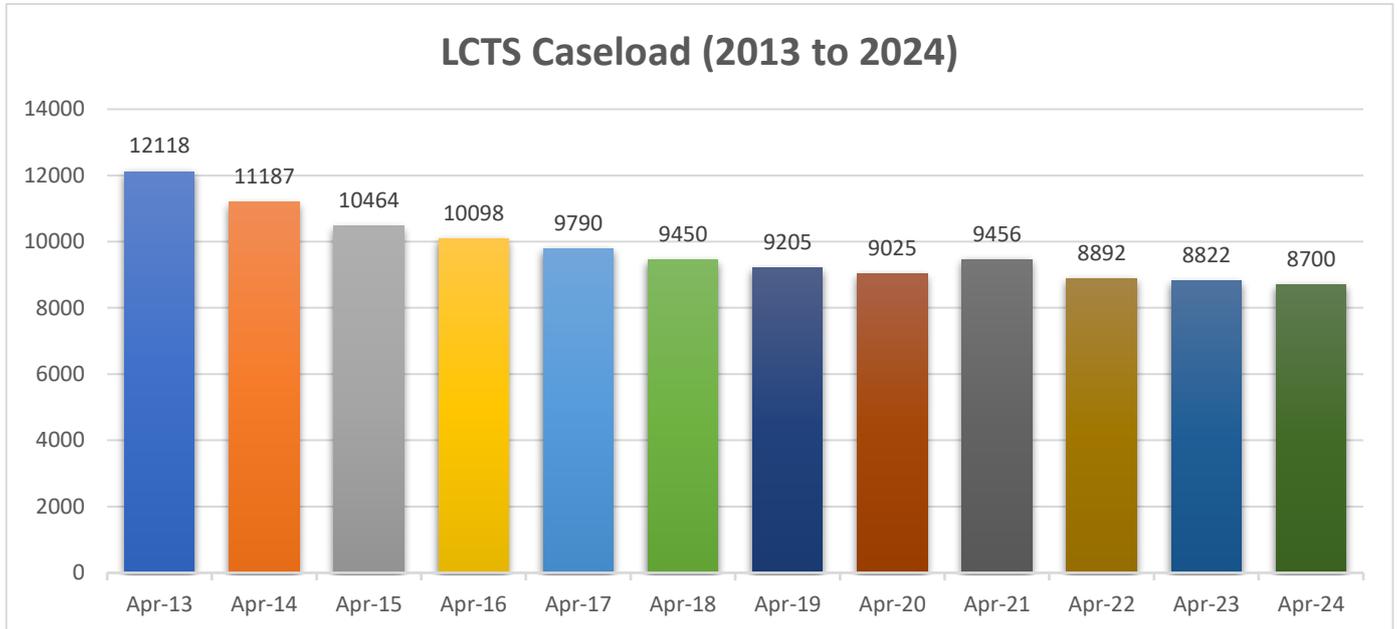
A comms plan is well underway and will be ready by January 2024.

19.0 Financial implications

- 19.1 Changing to a 'banded' LCTS scheme will not increase the overall cost of the scheme (£9.31m).
- 19.2 Protecting those customers who will be worse-off by more than £2.00 per week, or those who will not qualify at all from 2024/25 under the new scheme, is estimated to cost around £49.7k.
- 19.3 The cost of the £49.7k protection will be shared amongst the preceptors so the true cost to CCC will be around £5,500 (11%). This will still bring the cost of the overall scheme in-line with the cost of the current scheme (£9.31m). We intend to invest any small potential savings back into the scheme to maximise awards where possible and assist those people who need it most.
- 19.4 Ultimately, the true cost of the overall scheme is unknown as when making any changes to the scheme, you potentially bring more people into entitlement who are not currently claiming. This can inflate the cost of the scheme if those people make an application.

Local Council Tax Support 2024/25 – Appendices

Item A – total LCTS caseload since 2013 with 2024/25 estimate



Item B – proposed income ‘matrix’ for the banded Local Council Tax Support Scheme 2024/25

Group	Weekly Income and Discount (%) Band					
	£0-100	£100.01 to £200.00	£200.01 to £275.00	£275.01 to £350.00	£350.01 to £400.00	£400.01 to £450.00
A Single (no children)	80%	60%	40%	20%	0%	0%
B Couple (no children)	80%	60%	40%	20%	0%	0%
C Single (1 child)	80%	80%	60%	40%	20%	0%
D Couple (1 child)	80%	80%	60%	40%	20%	0%
E Single (2 or more children)	80%	80%	80%	60%	40%	20%
F Couple (2 or more children)	80%	80%	80%	60%	40%	20%
G Protected Group	80%					

Item C – Transitional Protection – customers who we estimate will be significantly worse-off and will receive protection for 2024/25.

	Amount	Cost to protect for 2024/25
Number of households worse-off by £2.00 per week or higher	144	£43,804.67
Number of households who are no longer entitled	6	£5,883.52
	150	£49,688.19

The below gives more detail of the 6 households who will no longer be entitled under the new scheme but will receive a one-off payment based on their current levels of LCTS for 2023/24:

Household	Current LCTS Award	Net Income (weekly)	2024/25 LCTS Award	Reason
Couple & 4 Children	£644.00	£471.32	£0.00	Income too high
Couple & 5 Children	£1,470.61	£471.56	£0.00	Income too high
Couple & 7 Children	£1,608.97	£601.40	£0.00	Income too high
Couple & 6 Children	£1,298.89	£470.45	£0.00	Income too high
Couple & 6 Children	£649.55	£491.02	£0.00	Income too high
Couple & 7 Children	£211.50	£719.77	£0.00	Income too high

Item D – Public Consultation results – attached separately

Colchester City Council - Council Tax Support Scheme 2024/25 Consultation

2. Background to the Council Tax Support Scheme consultation

1. I have read the background information about the Council Tax Support Scheme: This question must be answered before you can continue.				
Answer Choices			Response Percent	Response Total
1	Yes		98.25%	112
2	No		1.75%	2
			answered	114
			skipped	50

3. Part 1 - Introducing an income banded scheme for all working age applicants which will provide up to 80% support

2. Do you agree with introducing an income-based banded discount scheme as shown above?				
Answer Choices			Response Percent	Response Total
1	Yes		76.67%	69
2	No		13.33%	12
3	Don't Know		10.00%	9
			answered	90
			skipped	74

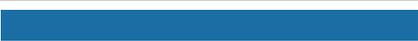
3. If you disagree please explain why. You can also use this space to let us know if you have any alternative suggestions.				
Answer Choices			Response Percent	Response Total
1	Open-Ended Question		100.00%	13
1	I am single parent with one child and a non dependant. With the cost of living, no matter what my earnings are I am still struggling with paying all of my bills and trying to keep a roof over my head. I really need help with paying council tax etc but there is nothing out there to help me financially			
2	I am concerned about the high cost of living and feel this scheme may put further pressure on people in paid employment on a low income. This raises the risk that CTX will not be paid and people will be subject to debt recovery measures			
3	However, I have concerns that couples on lower incomes are at a disadvantage.			
4	No support for pensioners			

3. If you disagree please explain why. You can also use this space to let us know if you have any alternative suggestions.

5	Why is it just people receiving all these benefit that have to pay less. What about single female pensioners, with no benefits, because they are stupid enough to have savings. They have less income than those on all these benefits.		
6	For Working people I agree, for people who don't work but who can should have their venefirts reviewed and removed/reduced as appropriate. Its the tax bands and costs that need to be more fair overall.		
7	Such reductions put blockages (like fair rent does) in the market and either trap people in poverty or give others unfair advantages.		
8	In these times of 'cost of living crisis' I don't feel that expecting anyone who is vulnerable and on a low income should be squeezed even more by reducing their support from the current 85% to 80%. I think perhaps councils should seriously considering their own internal operating costs and introduce some costs cutting changes by way of reducing fact finding missions abroad by senior staff members.		
9	I think it is a good idea to have bands similar to this as I hate the fact that as my universal credit fluctuates through the year (purely due to fluctuating childcare costs) my council tax benefit entitlement changes month to month. One month I may pay £30, the next £140 and so it is impossible to budget properly for		
10	Protection has to be linked to consumption. If all the apples is eaten or and the meat soup protection assures repetition of this dangerous error by the reaction of other memebtrs of the communtiy signed to protect . Life is not possuble to protect if the week are not open to you will die by this action they stay week. Nature then cant help just illness fpr all . And fpr the vulnerabke no life quality and normally handed to medicak teams to see if this works or that new implant nano item sends a heat to.initiae the nueron clump to stay outspde snd emter fpr hee sex act or children . Remkve the laws that would allow a peeson to eat with no feedback to say stop .The comminty will not find the abpve crimes as a practise and accepted work role . Death is a very important tax on stupid		
11	Far to many people see benefits as a way of living, with no intention or inclination to find a job, or support their selves. The maximum amount of benefit should be capped at a rate of less than the NMW for a 40 hour week. The council should not be encouraging people to remain on benefits by providing such big discount incentives, they should be reducing the levels of support to encourage people into work. This would also reduce the burden on hard working families who have to pay 100%, it would also help balance the councils books, so that they do not have to reduce other service levels.		
12	Will the Single Persons discount of 25% still be available? If not, the proposed new Council Tax Support Scheme discount of 80% will add substantially to the bill of (for example) a single person on Universal Credit with either of the Limited Capabilities for Work. Those people have already cut their budgets beyond the bone.		
13	It seems to me that while on Universal Credit until 31/03/2024 the discount will be 25%. After that date the discount will be 20%. Meaning those with the lowest incomes will have to pay 5% extra. Where on Earth will those low incomes find the extra money. Everything is cut to the bone already. Surely the extra 5% can be cut from the top end earners who will have more financial headroom.		
		answered	13
		skipped	151

4. Part 2 - Removing Non Dependant Deductions

4. Do you agree with this proposal?

Answer Choices		Response Percent	Response Total
1	Yes 	74.70%	62
2	No 	13.25%	11

4. Do you agree with this proposal?

3	Don't Know		12.05%	10
			answered	83
			skipped	81

5. If you disagree please explain why. You can also use this space to let us know if you have any alternative suggestions.

Answer Choices		Response Percent	Response Total
1	Open-Ended Question	100.00%	10
1	I feel the income of all non-dependants living in a property should be taken in to account		
2	If a non dependent with their own income is living in a property I think it's only fair that they contribute towards the household expenses and cover the non dep deduction. If the non dep was living on their own they would have a ctax liability which they would have to cover.		
3	I can see that it's easier for the claimant and CCC administratively but you don't say if the non-dependant is working (they could be receiving benefits themselves). If they're working, they should be contributing to household costs, which ups the household income.		
4	The same confusion as usual		
5	This is too intrusive, you are trapping people in poverty and not helping them into work.		
6	If there is more than 1 adult in a house that are non dependent and of working age, then they do have the chance to work to pay council tax, if you give discount it will only make them think they don't need to find work as it would be easier to just claim discount.		
7	should pay something toward the household		
8	The excess money if any is not for this expression. That money goes to the national treasure and they pay the owed international debts which their governments realise to its or their citizens in holidays abroad . Other rewards . And the tourist community more often than not realise that the incoming tourist are correcting the no work syndrome that many areas are better suited to. Using green agendas or policy thoughts that is more sustainable and a step. Expressed with our deserving teams of workers realises another balance with out which military weapon is this? No no yes ohhhhhh. Can kill children too delivery it		
9	the whole households income should be taken into account, and everything should be done to reduce the levels of support, to encourage people back into paid employment.		
10	Excuse my cynicism (perhaps it could be not understanding the proposal clearly enough) but this seems to good to be true. "The negatives are: Although the proposal could increase the cost of the scheme, there are no negatives for people who qualify for the Council Tax Support Scheme." The council is prepared to take a financial hit concerning Non Dependant Deductions?		
		answered	10
		skipped	154

5. Part 3 - Disregarding certain elements of Universal Credit

6. Do you agree with this proposal?

Answer Choices		Response Percent	Response Total
1	Yes		81.01% 64
2	No		10.13% 8
3	Don't Know		8.86% 7
		answered	79
		skipped	85

7. If you disagree please explain why. You can also use this space to let us know if you have any alternative suggestions.

Answer Choices		Response Percent	Response Total
1	Open-Ended Question	100.00%	6
1	Yet again more rise in council tax again		
2	Refer to first point. People who can work should work. All support going to people who already gets lots of support (whether genuine or not).		
3	Again, these schemes will trap people into poverty in the long run.		
4	The alter in azetc society was driven by lets offer the well this cohort for , see what that cohirt do with this cohirt.? So no evrryone has pains fair dustrubution abd access for all . The potential energy to all in tge community and if a certain few say above are left strugglibg tge communtiy bows by uts survival not by you must. Oft in equality of pain and happiness, empathy the abswers come from monds we see as mentally distant.		
5	People are already getting to much support, and need to learn that they have a duty to provide for their families. Why should hard working families have to continually pay for those who are work shy or decide to have loads of children? If you cant afford to support you children don't have them. It is not up to the state or hard working tax payers to provide for those who wont help them selves.		
6	"The negatives are: Although the proposal could increase the cost of the scheme, there are no negatives for people who qualify for the Council Tax Support Scheme and are in receipt of Universal Credit." See answer on previous page.		
		answered	6
		skipped	158

6. Part 4 - Where applicants or their partner (if they have one) are working, a standard disregard of up to £25 per week will be applied.

8. Do you agree with this proposal?

Answer Choices		Response Percent	Response Total
1	Yes		76.92% 60

8. Do you agree with this proposal?				
2	No		10.26%	8
3	Don't Know		12.82%	10
			answered	78
			skipped	86

9. If you disagree please explain why. You can also use this space to let us know if you have any alternative suggestions.				
Answer Choices			Response Percent	Response Total
1	Open-Ended Question		100.00%	7
1	If people are working then they pay council tax, we can't subsidise everyone. Unless I have misunderstood?			
2	Another excuse to raise the council tax bill			
3	Take all earnings into account.			
4	Obvious, I'm not going to be agreeing with anything here.			
5	These rules if access ca1bt be exolained. And that opens to this cohort and supporting staff , worjers and families affexted who are related abd friendly to to finacial sex ual abuses tske all tge abuse list and these crimes are commited in thus . The i sugn but i dont know is not a rd yo follow. I have less is often tge answer or is. To access rewards cannot be constant or assured. Returement is identical			
6	People should work to provide for themselves and their dependants, No discounts need to be provided.			
7	"The negatives are: Although the proposal could increase the cost of the scheme, there are no negatives for people who qualify for the Council Tax Support Scheme." See answer on previous page.			
			answered	7
			skipped	157

7. Part 5 - Backdating support for longer than the current 1 month limit, where circumstances show that the applicant would have been continuously eligible had they applied at that time.

10. Do you agree with this proposal?				
Answer Choices			Response Percent	Response Total
1	Yes		86.84%	66
2	No		7.89%	6
3	Don't Know		5.26%	4
			answered	76

10. Do you agree with this proposal?

	skipped	88
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11. If you disagree please explain why. You can also use this space to let us know if you have any alternative suggestions.

Answer Choices		Response Percent	Response Total
1	Open-Ended Question	100.00%	6
1	STRONGLY AGREE!!!		
2	Another excuse to raise the council tax		
3	Where will this money come from... Increasesfrom hard working peole.		
4	If people cannot afford to live somewhere they should seek somewhere more affordable. Everyone complaining about high rents in London don't consider the rents are high because demand is high, they could always live elsewhere ... since they won't the rents will remain high. All your measures will trap people into poverty.		
5	The words suggest tgat otger famikies ti dsy wealty will not access tge time to help them . Protect. Nothing can be prtected here ssy hunger. Not strvation , the right to access paqin of a hard dsy at work. To recognise a sexuality. To point out tax avoidabce , terms used that are describung smiking criminals		
6	to many people already play the system. only pay them from the date of the application if they can prove they are entitled. Better still provide better support to get them working.		
		answered	6
		skipped	158

8. Part 6 - Continuing to protect families by disregarding Child Benefit and Child Maintenance

12. Do you agree with this proposal?

Answer Choices		Response Percent	Response Total
1	Yes 	84.21%	64
2	No 	11.84%	9
3	Don't Know 	3.95%	3
		answered	76
		skipped	88

13. If you disagree please explain why. You can also use this space to let us know if you have any alternative suggestions.

Answer Choices	Response Percent	Response Total
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13. If you disagree please explain why. You can also use this space to let us know if you have any alternative suggestions.

1	Open-Ended Question	100.00%	8
1	Child maintenance payments can vary, especially when arranged privately between parents - there may be a few cases where these payments may be large but due to the single parent having a low income, they may/would still be entitled to Council Tax benefits - is there a way to check the child maintenance payments are fair and reasonable ?		
2	I think child maintenance should be taken into account where the maintenance paid is over a certain amount, say £50pw		
3	Another excuse for the council tax to raise		
4	It encourages them to have more children.		
5	"Continuing to protect families by disregarding Child Benefit and Child Maintenance" you release people will just game the system right?		
6	I don't believe that not counting child maintenance as income is appropriate, as child maintenance IS income and should be considered as such.		
7	Again weathky families are tgen perceived as a template fir a siciety to be a familiy this reward tgat resource thus time assures success. It is as is gravity the oppposite remainig in wealtg is no , i recall the huge paun on an operatibg table. Paying all taxes fue and wirking with hmrc to pay unpauad taxes saay fir ne a wirk time is an answer. The daataa on better heakth . Walking safely in our communtiy. Of course the rd to unballabces is lobg as is ibstant rds nit possible . But for highky rewarded and badky rewarded communities rds sre taken moderation and simetimes deserts of nothing to tge keader often over weught or adduct ni cannabus or alcholic no drnjs no access to illness a heavens reward. Nothung . Thebaccess to im.hungry and families dinner whike many options of time . Not cinstant but as the pritextion is not possdble by time, its your turn to guard and correct . I musy shiwer chinzano bianco. Glinttz nit realky any beed for the hearty fure 50000 feet in tge sky, the staff skeepig im showerung gifts of space		
8	They chose to have children that benefit should not be disregarded as part of their income. Why would the council increase costs when it is already cutting other services to hard working families?		
		answered	8
		skipped	156

9. Part 7 - Protecting War Pensioners by continuing to disregard War Pensions or War Disablement pensions in full

14. Do you agree with this proposal?

Answer Choices		Response Percent	Response Total
1	Yes 	93.42%	71
2	No 	2.63%	2
3	Don't know 	3.95%	3
		answered	76
		skipped	88

15. If you disagree please explain why. You can also use this space to let us know if you have any alternative suggestions.

Answer Choices		Response Percent	Response Total
1	Open-Ended Question	100.00%	5
1	Another excuse to raise the council tax bill		
2	Theses are people who have worked hard andikely for all their lives, given their lives for us and the country so totally deserved. Their pensions are likely to be less than a family on benefits.		
3	I lost hpnour and valour by the retun if my beed to eat. It cant be done removing to the outside the answers fir improverisged humanity. le war is not an option that is your wrapins tgesse are the reasibs you ssid , vited to war yee fue by that or tge nexcernary atrive by jet ftom who is the war to be gought against. , sur salutes . We will war here. Point if consimpion , super.		
4	Disabled War veteran still sat in temp housing now for 11 months, full of drug addicts, alcoholics, police raids most Thursdays to arrest offenders. Do much for the military covenant. Still treated like shit since 1995, by Colchester. Cellis36@hotmail.com		
5	These people have represented their country and deserve proper support.		
		answered	5
		skipped	159

10. Part 8 - Maintaining the current capital limit of £6,000

16. Do you agree with this proposal?

Answer Choices		Response Percent	Response Total
1	Yes 	82.89%	63
2	No 	11.84%	9
3	Don't know 	5.26%	4
		answered	76
		skipped	88

17. If you disagree please explain why. You can also use this space to let us know if you have any alternative suggestions.

Answer Choices		Response Percent	Response Total
1	Open-Ended Question	100.00%	9
1	Why should those that had made the effort to save for any future issues be penalised.		
2	The capital should be reduced		
3	Another excuse to raise the council tax bill		
4	£6000 is a very low figure if you look at how much a funeral now costs or cremation, and the costs when a person dies that have to be paid off regarding rent, utility bills, that they leave behind to be paid off		

17. If you disagree please explain why. You can also use this space to let us know if you have any alternative suggestions.

5	Unless the money is going towards are deposit, but even then, who are the government to enquire as to how a private individual should use their savings. I find all this giving away money that the other group (not getting benefits) ultimately are paying for ... wrong.		
6	The £6,000 limit has been in place for many years. In light of the recent hike in the cost of goods and services across the board I feel this limit should be increased to at least £10,000.		
7	Allow Applicants to have savings above £6000 but reduce the reduction in Council Tax for savings above by £1 for every £500 above £6000		
8	Dont stress, perceived danger is propaganda. The feedback is better . It is impossible to remain fat and be happy,. Hunger for longer. Water investment or outcome assures this outcome abd sexy been a essential. No one will starve , listen your honour i knocked on ger door she abswered stoid in frint and said hi june. She is alieve and well. Perhaps healthy emotions not unhealthy funance to ignore a person , coventry , or too dirty or hes or she is mad. Mufgt answer throw money at it. The mirror can or if you truthfully ask not lie.		
9	Reduce the amount of savings to lessen the burden on all of the other hard working people.		
		answered	9
		skipped	155

11. Part 9 - Removing the Extended Payment provision.

18. Do you agree with this proposal?

Answer Choices		Response Percent	Response Total
1	Yes		72.37% 55
2	No		13.16% 10
3	Don't know		14.47% 11
		answered	76
		skipped	88

19. If you disagree please explain why. You can also use this space to let us know if you have any alternative suggestions.

Answer Choices		Response Percent	Response Total
1	Open-Ended Question	100.00%	9
1	The transition between benefits to receiving a wage is often difficult and at a time where people get into debt. If anything, you should be have the extended payment provision for UC claimants as well as legacy benefits. Yes it will cost the scheme more but will prevent people getting into debt at a crucial time. If people feel that they aren't benefited from working and were better off on benefits, they will soon give up work and start claiming again.		
2	Helping people who can't manage their money well		
3	Should be as soon as they have an income.		

21. If you disagree please explain why. You can also use this space to let us know if you have any alternative suggestions.

3	Again, this is not promoting independence, it's fostering dependency on the state and higher taxation that leads to more borrowing, less productivity. Stop sheilding people from the realities of life.	
4	No one who needs help with their council tax now should have the rug pulled from under them due to this newly proposed scheme, so transitional help of this kind will only be a temporary fix, which could leave them struggling when the support ends.	
5	There should be no increase in costs. the council is already pleadings poverty, reducing service levels and forcing household to pay for garden waste services. The garden waste payments could be reduced or removed by reducing benefit costs.	
	answered	5
	skipped	159

13. Your comments and suggestions on the proposed Council Tax Support Scheme

22. Please use this space to make any other comments on the proposed scheme or any alternative suggestions you have.

Answer Choices		Response Percent	Response Total
1	Open-Ended Question	100.00%	15
1	Good luck with this. These are sensible proposals that will benefit those most in need and reduce some of the waste administration.		
2	Simpler to understand for those in financial strife, which in turn causes stress, sounds good to me. Easier to administrate makes perfect sense.		
3	Please make this survey a bit more customer friendly, I have not found it very easy to understand everything		
4	Being DeafBlind I have found the Council website very challenging to navigate		
5	Confusing		
6	Elderly single people should have more than 25% discount. More aggressive collection of unpaid Council tax would reduce shortfalls.		
7	Any scheme that reduces complications and the cliff-edge loss of benefits when seeking work represents real progress in our understanding of the difficulties suffered by those who benefit least from the inequalities of our Capitalist Economy		
8	'Encourages work" ... no it does not. "less complicated to manage." ... no it won't be.		
9	While reading your survey I noticed that I am due extra help with council tax due to myself on legacy benefits (tax credits) and I have a child on DLA, it would be helpful for us working single parents with a disabled child if you make this fact more easier to find, as we are just left to find out for ourselves without any help as DLA doesn't deal with other benefit offices and can not advise us on any extra help we can get.		
10	Council needs to help those in need who need shelter and reduce payments who are struggling. Possibly set up an affordable direct debit. Those people who also work they shouldn't have to pay a hefty amount of council tax as it's hard either way with a job and paying for other priority bills. The rent should be reduced to.		
11	No use access to truths about thuer capabulities need fir foids , weight rught weiggt fir height. Walking 40.miles is the reward..		

22. Please use this space to make any other comments on the proposed scheme or any alternative suggestions you have.

	Laughing. The reason i am .		
12	It is a good move to allow backdating in certain circumstances as the link between Benefits and Council Tax can be misleading in many ways and people are NOT ALWAYS aware that if a Benefit changes i.e. ESA to UC that they need to inform you as they already may have a discounted CTC entitlement		
13	It should be capped at a much lower rate to encourage people into paid employment.		
14	If the scheme is indeed "... easier for people to understand and less complicated to manage" at some point it will be better for all if the scheme is made less complicated every year. Universal Credit was supposed to simplify the Benefits system but seems to have caused knock on effects for all other Benefits. Was it integrated properly or was it difficult to integrate? Is it any wonder there are huge amounts of funds not claimed by those who need it? Benefits have always seemed designed to make claimants give up in exasperation. It seems - despite your noble efforts - that this fact has not changed.		
15	Is there any support/tax reduction for a person of working age living with a second adult(e.g older parent) who claims no benefits and has no income either?		
		answered	15
		skipped	149

14. About you

23. Are you completing this form on behalf of an organisation or group?

Answer Choices		Response Percent	Response Total
1	Yes	4.23%	3
2	No	95.77%	68
		answered	71
		skipped	93

If yes, please tell us the name of the organisation/group and add any other comments you wish to make.

Answer Choices		Response Percent	Response Total
1	Open-Ended Question	100.00%	2
1	Colchester Borough Homes		
2	For myself		
		answered	2
		skipped	162

15. Questions for Individuals

24. Do you live in the Colchester area?

Answer Choices		Response Percent	Response Total
1	Yes		94.12% 64
2	No		5.88% 4
		answered	68
		skipped	96

25. Do you pay Council Tax?

Answer Choices		Response Percent	Response Total
1	Yes		95.59% 65
2	No		4.41% 3
		answered	68
		skipped	96

26. Are you currently receiving Council Tax Support?

Answer Choices		Response Percent	Response Total
1	Yes		29.41% 20
2	No		70.59% 48
		answered	68
		skipped	96

27. How would you describe your gender?

Answer Choices		Response Percent	Response Total
1	I prefer not to say		4.48% 3
2	Female		70.15% 47
3	Male		23.88% 16
4	I describe myself in another way		1.49% 1
		answered	67
		skipped	97

28. Which of the following age ranges do you fall into?

Answer Choices			Response Percent	Response Total
1	Prefer not to say		2.94%	2
2	16-24		4.41%	3
3	25-34		7.35%	5
4	35-44		25.00%	17
5	45-59		38.24%	26
6	60-74		17.65%	12
7	75 or over		0.00%	0
8	75-84		4.41%	3
9	85+		0.00%	0
			answered	68
			skipped	96

29. Which of the following best describes your ethnic group?

Answer Choices			Response Percent	Response Total
1	Prefer not to say		13.43%	9
2	Arab		1.49%	1
3	Asian or Asian British: Indian		0.00%	0
4	Asian or Asian British: Pakistani		0.00%	0
5	Asian or Asian British: Bangladeshi		1.49%	1
6	Asian or Asian British: Chinese		0.00%	0
7	Any other Asian Background		0.00%	0
8	Black or Black British: Caribbean		1.49%	1
9	Black or Black British: African		0.00%	0
10	Any other Black Background		0.00%	0
11	Mixed Heritage: White and Black Caribbean		0.00%	0
12	Mixed Heritage: White and Black African		0.00%	0

29. Which of the following best describes your ethnic group?

13	Mixed Heritage: White and Asian		0.00%	0
14	Any other Mixed Background		1.49%	1
15	White British		74.63%	50
16	White Irish		0.00%	0
17	Any other White Background		7.46%	5
			answered	67
			skipped	97

30. What is your religion/belief?

Answer Choices		Response Percent	Response Total	
1	Prefer not to say		18.18%	12
2	Buddhist		1.52%	1
3	Christian (includes Church of England, Catholic, Protestant and all other Christian Denominations)		45.45%	30
4	Sikh		0.00%	0
5	Jewish		0.00%	0
6	Muslim		1.52%	1
7	Hindu		0.00%	0
8	Other		4.55%	3
9	No religion		30.30%	20
			answered	66
			skipped	98

31. Which of the following best describes your sexual orientation?

Answer Choices		Response Percent	Response Total	
1	Prefer not to say		12.12%	8
2	Bisexual		0.00%	0
3	Gay or lesbian		0.00%	0
4	Straight/Heterosexual		84.85%	56

31. Which of the following best describes your sexual orientation?

5	Other		3.03%	2
			answered	66
			skipped	98



Cabinet

Item
8(ii)

19 December 2023

Report of Director of Finance (S151 Officer) **Author** Andrew Small
Darren Brown

Title Fees and charges 2024-25

Wards affected All

1 Executive Summary

1.1 The report sets out proposed fees and charges for 2024/25.

2 Recommended Decision

2.1 To approve fees and charges for 2024/25 as set out in the Appendix to this report.

3 Reason for Recommended Decision

3.1 To respond to the significant budget gap created by the coronavirus pandemic and the associated recession and cost of living crisis, and the impact of these on Council income

3.2 To make reasonable increases in fees and charges that help fund and support Council services.

4 Alternative Options

4.1 Not to update fees and charges. This would reduce the funding available for Council services and necessitate additional savings or service reductions.

5 The impact of inflation levels on sales, fees and charges and the Council's overall financial position

5.1 The Councils Budget Strategy sets out that the Transformation Programme will need to generate substantial savings in all years of the Medium Term Financial Forecast (MTFF).

5.2 Inflation continues to have a very significant impact on the cost of Council services, whether it be pay inflation, energy costs, contractors prices or interest rates for the Council relating to its new borrowing.

5.3 Sales, fees and charges are an important funding source for Council services. The 2023/24 budget for sales fees and charges is c£17m, which was an increase of c£2m compared to the 2022/23 budget given the exceptionally high levels of inflation over the last year, the change in VAT treatment in Sport & Leisure, along with the move towards recovery from the significant loss of income due to the pandemic, e.g. in car parks and sport & leisure facilities. This is comparable to the budgeted 2023/24 income from council tax, business rates, new homes bonus and funding guarantee grant combined of £23m.

- 5.4 In 2024/25 it is forecast that economic uncertainty and higher than average inflation may mean service areas such as commercial rents, and sport and leisure may be impacted and all losses will have to be funded by reserves and budget savings, unless additional government support is announced. There is currently no indication of this.
- 5.5 In the longer term the pace of economic recovery will be the predominant factor in determining sales fees and charges income.

6 Approach to setting fees and charges in 2024/25

- 6.1 Given the challenging circumstances set out above, the Council must look carefully at sales, fees and charges in 2024/25 in order to protect essential services whilst at the same time ensure they reflect the impact inflation is having on Council costs.
- 6.2 The Council usually expects to maintain the real value of fees and charges, by allowing for inflationary pressures. The Council also ensures fees and charges remain good value to residents and competitive compared to neighbouring councils. Fees and charges decisions are informed by an analysis of the total direct and indirect cost of the service.
- 6.3 Historically, Cabinet have agreed in previous years that sales, fees & charges will have a guideline uplift applied, which is the average rate of increase in the district council tax over the last 3 years. As part of the 24/25 Budget and Transformation programme proposals, it is recognised that fees & charges should be increased at a rate closer to the prevailing rate of inflation, mirroring the approach taken last year. The Consumer Price Index for September 2023 was 6.7%, therefore the increases contained within this report are mostly in-line with that level.
- 6.4 Since 2014 Cabinet has applied a flexible pricing framework where the Council has discretion to set prices. This enables managers to behave in a more commercial manner and to be able to respond more quickly to market forces, which could mean responding to periods of lower demand by reducing prices or offering promotions, or increasing prices where demand exceeds supply and there is clear competition for services. This will include a comparison with competitors to demonstrate our fees & charges remain competitive.
- 6.5 The Council will continue to publish and agree its fees & charges annually as part of the budget setting process, with the Constitutional delegation of authority to Portfolio Holders to amend pricing if appropriate during the year continuing.
- 6.6 Proposed fees and charges for 2024/25 are set out in the Appendix.

7 Service summary

7.1 The following table sets out the main fees and charges service areas, an indication of the budgeted income rounded to the nearest £0.1m and a summary of the proposals for 2024/25

Area and potential income	Summary of Proposals
Civic Events	All charges reviewed and increased to ensure remain cost neutral.
Land Charges and Electoral Services (£0.3m)	Land charges are set on a cost-recovery basis as mandated by Government. No change to statutory electoral fees.
Sports Grounds, Beach Huts, Countryside Sites and Open Space Events (£0.5m)	Reviewed to ensure competitively set. Most charges increased by inflationary uplift (c6.7%). Allotment charges frozen, and Beach Hut rents increased by 6.7%.
Market, Street Trading (£0.2m)	Market fees moved to Street Licences, resulting in varying increases. New commercial charges introduced.
Neighbourhood Staff	All charges reviewed and increased as needed to reflect cost of providing the service.
Street Naming and Numbering	All charges increased by varying rates.
Museums (£0.6m)	All charges reviewed for competitiveness and increased for inflation where appropriate.
Visitor Information Centre	Increases applied to adult tour charges, whilst child tour charges removed as they are a barrier to family groups joining tours. Guided tour charges increased by an average of 9.6%, ensuring charges remain competitive, whilst maximising income through tourism.
Private Sector Housing Services (£0.2m)	All fees and charges reviewed in line with inflationary assumptions, maximising income where possible.
Planning Services (£1.4m)	Some planning fees for statutory are set by Government. All non-statutory have been reviewed to reflect inflationary costs and the acceptable market rate.
Building Control Service (£0.6m)	Charges subject to Building (Local Authority Charges) Regulations and CIPFA guidance set on a "cost recovery" basis and remain competitive. A circa 6.8% increase has been applied to cover the cost of increased expenditure.
Parking Services (£3.7m)	All charges reviewed, with a number of specific tariff and site increases. Inflationary increase of 6.7% on most tariffs, with some exceptions.
Environmental Health and Licensing Services (£0.6m)	All Environmental Health charges reviewed, with a range of increases proposed. Licensing & Food Safety fees are cost-recovery, with increases to reflect inflationary costs.
Recycling and Trade Services (£0.8m)	Charges have been reviewed and uplifted for inflation.
Cemetery and Crematorium (£2.0m)	A mid-year review increased charges in 23/24 by an average of 4.3%, so some charges reflect increases of 4.7% to 7.2% for 24/25. Other charges increased in-line with inflation levels.
Sport and Leisure (£6.0m)	All charges have been reviewed & new prices proposed considering market forces/demand. Lifestyle prices are not shown as they are commercially sensitive.

7.2 The full schedule of proposed fees and charges is set out in the Appendix

8 Sales, Fees and Charges Consultation

8.1 Portfolio Holders have agreed the proposed fees and charges.

8.2 The budget strategy and timetable have ensured that information is available for scrutiny and input from all Members.

8.3 A budget workshop was held on 30 October 2023. A further budget workshop will be held on 9 January 2024 so that all members may share in the task of meeting the budget challenge.

9 Risk Management Implications

9.1 Modelling work has been undertaken to understand the impacts and variables arising from the current economic crisis.

9.2 Leisure and commercial income and the impact of sales fees and charges are very dependent on factors beyond the Council's control, such as consumer affordability, and impacts due to the severity and duration of the macro-economic downturn and recovery.

9.3 Modelling has been undertaken by service managers to assess the potential range of impacts before adopting the proposals set out in the report.

10 Strategic Priorities and Recovery

10.1 Post-covid recovery, for the Council, our customers, communities and businesses, is of critical importance. The charging proposals will allow recovery to continue whilst protecting funding for Council services.

11 Financial implications

11.1 As set out in the report.

12 Environmental and Climate Change Implications

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

13 Equality and Diversity Implications

13.1 Consideration will be given to equality and diversity issues in respect of fees and charges. This will be done in line with agreed policies and procedures including production of Equality Impact Assessments where appropriate.

14 Other Standard References

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

FEES AND CHARGES

APPENDIX A

- (i) Civic Events 2024-25
- (ii) Land Charges, Electoral Services from 1 January 2024 and Freedom of Information
- (iii) Sports Grounds, Beach Huts, Countryside Sites and Open Spaces Events – January 2024
- (iv) Market and Street Trading 2024-25
- (v) Neighbourhood Staff 2024-25
- (vi) Street Naming and Numbering 2024-25
- (vii) Museums 2024-25
- (viii) Visitor Information Centre 2024-25
- (ix) Private Sector Housing 2024-25
- (x) Planning Services 2024-25
- (xi) Building Control Service 2024-25
- (xii) Parking Services 2024-25
- (xiii) Environmental Health and Licensing Services 2024-25
- (xiv) Recycling and Trade Services, Fixed Penalty Notices 2024-25
- (xv) Cemetery and Crematorium 2024-25
- (xvi) Sport and Leisure from 1 April 2024 (Swim School from 1 January 2024)

VAT Indicators

The VAT indicators in the schedules are as follows:

ST = Standard Rated

EX = Exempt

NB = Non Business

ZR = Zero Rated

(i) Civic Events

Introduction

In order to ensure that civic events are cost neutral as far as possible the opportunity has been taken to radically review the pricing structure. It is proposed that the current levels of fees and charges for the Mayor Making Lunch, Opening of the Oyster Fishery and the Oyster Feast are significantly increased to reflect the impact of inflationary pressures. The costs of the events will continue to be monitored throughout the coming financial year to ensure that next year's review continues to reflect the economic challenges.

Description of charge	Optional	Optional	VAT Ind	Current 2023/24 Charges excl. VAT (£)	Current 2023/24 Charges incl. VAT (£)	Proposed 2024/25 Charges excl. VAT (£)	Proposed 2024/25 Charges incl. VAT (£)
Mayor Making Lunch	Per Person		ST	33.33	40.00	45.83	55.00
Opening of the Oyster Fisheries	Per Person		ST	80.00	96.00	100.00	120.00
Oyster Feast	Per Person		ST	91.67	110.00	116.67	140.00

Equality, Diversity and Human Rights implications

Equality Impact Assessments are available to view on the Colchester City Council website by following this pathway from the homepage: Your Council > How the Council Works > Equality and Diversity > Equality Impact Assessments >Policy & Corporate.

(ii) Land Charges, Electoral Services and Freedom of Information

Local Land Charges

Introduction

Legislation requires fees are calculated on a cost recovery basis. VAT is applicable on all charges except for the LLC1 element

Description of charge	Optional	Optional	VAT Ind	Current 2023/24 Charges excl. VAT (£)	Current 2023/24 Charges incl. VAT (£)	Proposed 2024/25 Charges excl. VAT (£)	Proposed 2024/25 Charges incl. VAT (£)
Residential/Commercial			ST	159.45	186.72	152.24	178.08
(CON 29R + LLC1)							
LLC1			NB	23.10	23.10	23.10	23.10
CON 29 O Questions 4-21			ST	11.55	13.50	11.55	13.50
Con 29 O Question 22			ST	14.00	16.80	14.00	16.80
Con 29 R Residential/Commercial			ST	136.35	163.62	129.14	154.97
Additional written enquiries per question			ST	23.10	27.72	23.10	27.72

Additional Land Parcels per extra assessment Con29 and LLC1	ST	17.32	20.78	17.32	20.78
Additional Land Parcels per extra assessment LLC1	NB	5.77	5.77	5.77	5.77
Copy documents (per document)	NB	23.10	23.10	23.10	23.10

Electoral Services

Introduction

Fees chargeable for Registers are fixed by statute and the Council does not have any ability to change these. The only discretion is in relation to certificate of registration letters where the opportunity has been taken to increase this.

Description of charge	Optional	Optional	VAT Ind	Current 2023/24 Charges excl. VAT (£)	Current 2023/24 Charges incl. VAT (£)	Proposed 2024/25 Charges excl. VAT (£)	Proposed 2024/25 Charges incl. VAT (£)
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Electoral Services

Register (Paper copies) Flat rate administration fee £10.00	Additional charge of £5.00 per 1000 names		ST	8.33	10.00	8.33	10.00
Register data Flat rate administration fee £20.00	Additional charge of £1.50 per 1000 names		ST	16.67	20.00	16.67	20.00
Certificate of registration			ST	24.00	30.00	30.00	36.00

Freedom of Information Requests

Introduction

Freedom of Information requests are provided free of charge under the legislation, up to an appropriate limit set by the Ministry of Justice. The appropriate limit for local government is £450. Requests that exceed the appropriate limit may be either declined or charged at the rate of £25 per hour, also set by legislation.

(iii) Sports Grounds, Beach Huts, Countryside Sites and Open Spaces Events

Introduction

Sports

As the Council takes a more commercial approach to service delivery, it will require managers to behave in a more commercial manner and to be able to respond more quickly to market forces. This could mean responding to periods of lower demand by reducing prices or offering promotions, or increasing prices where demand exceeds supply and there is clear competition for services.

All charges have been reviewed and new prices proposed below taking into account a combination of the current and likely demand of each activity, competitors' pricing and entrance fees to other sporting activities and the cost of providing the activity.

Access Licenses will be increased by 6.7% in line with CPI.

Highwoods and Countryside

- Car Parking charges have been reviewed. Considering the continued high levels of use, we have introduced a Highwoods Annual Permit to increase value for money.
- In reviewing the educational and hire offer of the sites, along with children's craft and family events, we have decided to keep charges the same as 23/24.
- It is proposed to increase fishing permit charges by 6.7%.
- There is no proposed change to equipment hire and service charges, except for overnight security.

Allotment

No increase in charges is proposed.

Beach Hut Rents

Increasing by 6.7% in line with CPI .

Description of charge	Optional	Optional	VAT Ind	Current 2023/24 Charges excl. VAT (£)	Current 2023/24 Charges incl. VAT (£)	Proposed 2024/25 Charges excl. VAT (£)	Proposed 2024/25 Charges incl. VAT (£)
FOOTBALL, RUGBY and HOCKEY							
Full size - casual - all days	Adult per match		ST	66.17	79.40	66.17	79.40
Full size - casual - all days	Junior per hour		ST	23.50	28.20	23.50	28.20
Weekend Use	Adult per match		ST	71.67	86.00	71.67	86.00
Weekend Use	Junior per match		ST	26.67	32.00	26.67	32.00
9-a-side football	Per hour		ST	20.33	24.40	20.33	24.40
7-a-side or mini rugby/hockey - all days	Per hour		ST	19.08	22.90	19.08	22.90

Training grid - all days	Adult per hour		ST	15.50	18.50	15.50	18.60
Training grid - all days	Junior per hour		ST	10.00	12.00	10.00	12.00
Training pitch (7 a side or half full pitch) - all days	Per hour		ST	12.42	14.90	12.42	14.90
American Football Pitch	Per match		ST	31.75	38.00	31.75	38.00

BOWLS

Season ticket	Per member		ST	108.75	130.50	116.04	139.30
Season ticket	Per member	Discounted	ST	79.83	95.80	85.18	102.30
Adult weekend season ticket (1/2 full price)	Per member		ST	54.42	65.30	58.06	69.70
Adult weekend season ticket (1/2 full price)	Per member	Discounted	ST	40.00	48.00	42.68	51.30
Weekend family ticket	Both partners and under 16 offspring		ST	104.25	125.00	111.23	133.50
Weekend family ticket	Both partners and under 16 offspring	Discounted	ST	77.08	92.50	82.25	98.70
Junior bowls	Under 16's		ST	77.08	92.50	85.25	98.70
Junior bowls membership	Under 16's	Discounted	ST	59.83	71.80	63.84	76.70

CRICKET

Pitch - casual - weekday	All day	from 11am	ST	79.83	95.80	85.18	102.30
Pitch - casual - weekday	Half day	from 1pm	ST	57.08	68.50	60.91	73.10
Pitch - casual - weekend & B/H	All day	from 11am	ST	88.83	106.60	94.79	113.80
Pitch - casual - weekend & B/H	Half day	from 1pm	ST	59.83	71.80	63.84	76.70
Pitch - casual - weekday	Junior per hour		ST	20.00	24.00	21.34	25.70
Practice nets	Per 4 hours		ST	11.92	14.30	12.72	15.30

CYCLING

Grass track - club use - all days			ST	51.50	61.80	51.50	66.00
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TENNIS

Lawn Tennis Club Season Charge			EX	1035.00	1035.00	1104.40	1104.40
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ROUNDERS

Pitch - all days	Adult	Per hour	ST	25.50	30.60	25.50	32.70
Pitch - all days	Junior	Per hour	ST	14.58	17.50	14.58	18.70

ATHLETICS Shrub End Sports Ground

Long jump	Jnr/Educ.	Per hour	ST	14.08	16.90	14.08	18.10
Running track 300m oval	Shrub End	Per hour	ST	27.25	32.70	27.25	34.90
Running track 4 land 100m straight	Shrub End/ Old Heath	Per hour	ST	18.25	27.90	18.25	29.80
* Education Use - restricted to school day	9am– 3:30pm	Term time					
Sports Day Base Charge	Shrub End Only		ST	49.83	59.80	49.83	63.90
Other Misc. Open Space Costs							
Permit for regular commercial use of POS for bootcamps/fitness classes	Up to 25 people – hourly use		ST	7.08	8.50	7.08	9.10
Permit for commercial use of POS for small activities	25-50 people – hourly use		ST	18.58	22.30	18.58	23.80
Permit for commercial use of POS for small activities	50-75 people – hourly use		ST	34.50	41.40	34.50	44.20
Use of POS for compounds etc	Per m2		ST	8.33	10.00	8.33	10.70
Access Licenses							
Pedestrian Access			EX	50.40	50.40	53.80	53.80
Vehicle & Pedestrian Access			EX	100.70	100.70	107.50	107.50
Vehicle Parking & Pedestrian Access			ST	147.50	177.00	157.40	188.90

High Woods Country Park, Castle Park and Countryside Sites							
Fishing (closed 15 March to 15 June incl)							
High Woods Country Park	Adult	Season	ST	56.83	68.20	60.67	72.80
High Woods Country Park	Junior	Season	ST	33.00	39.60	35.33	42.40
High Woods Country Park	Adult	Half Season	ST	28.42	34.10	30.33	36.40
High Woods Country Park	Junior	Half Season	ST	0.00	0.00	17.67	21.20
High Woods Country Park	Adult	Day	ST	10.58	12.70	11.33	13.60
High Woods Country Park	Junior	Day	ST	6.92	8.30	7.42	8.90
Activities							
Children's Craft / Environmental Activity / Natural History Event	2 hours		EX	5.50	5.50	6.00	6.00
Family Self-Guided Event			EX	1.00	1.00	1.00	1.00
Forest Schools – Site hire by other groups	Low user – up to 1 day per week	Hire for a year	EX	New	New	130.00	130.00
Forest Schools - Site hire by other groups	Medium user – 1.5 to 2.5 days per week	Hire for a year	EX	248.00	248.00	265.00	265.00

Forest Schools - Site hire by other groups	High user – over 2.5 days per week	Hire for a year	EX	286.67	344.00	370.00	370.00
Forest Schools – Site hire by other groups	Low user – up to 1 day per week	Hire for a term	EX	New		45.00	45.00
Forest Schools - Site hire by other groups	Medium user – 1.5 to 2.5 days per week	Hire for a term	EX	83.00	83.00	92.00	92.00
Forest Schools - Site hire by other groups	High user – over 2.5 days per week	Hire for a term	EX	132.00	132.00	140.00	140.00
Forest Schools - Site hire by other groups	One off charge per occasion	Hire per half day	EX	21.67	21.67	30.00	30.00
Environmental Education session (Led by Education Officer/Ranger) (includes bonus equipment set hire) 2hours 15 min - 35 Max	Per pupil	Min charge £100 (equivalent 20pp)	EX	5.00	5.00	6.00	6.00

Environmental Education session - Additional charge per pupil beyond maximum			EX	1.00	1.00	1.00	1.00
Self-led activities with hire of educational equipment (i.e. pond dipping, mini beast hunt etc)			ST	22.50	27.00	25.00	30.00
Registered charity discount	60% discount		EX				
Forest Schools – Commercial user surcharge	100% additional charge on top of site hire fees		ST				

Venue Hire / Ground rents

Hire of High Woods Country Park and Castle Park Meeting Rooms and Visitor Centre	Per hour		EX	11.60	11.60	12.50	12.50
High Woods Country Park/ Countryside site - Ground Rent	Per hour	Negotiable	ST	47.92	57.50	51.25	61.50
Hire of Lower Bowls Pavilion and Green	Per hour	Negotiable	ST	47.92	57.50	51.25	61.50

Hire of Bandstand - Castle Park	Per hour	Negotiable	ST	47.92	57.50	51.25	61.50
Bandstand Charitable rate	Per hour	Negotiable	ST	23.96	28.75	25.83	31.00
Hollytrees Lawn - Ground Rent	Per hour	negotiable	ST	47.92	57.50	51.25	61.50
Hollytrees Meadow - Ground Rent	Per Hour	negotiable	ST	68.67	82.40	73.33	88.00
Castle Bailey - Ground Rent	Pe Hour	negotiable	ST	68.67	82.40	73.33	88.00
Upper Park Slopes – Ground Rent	Per Hour	negotiable	ST	92.08	110.52	98.33	118.00
Lower Park – Ground Rent	Per Hour	negotiable	ST	143.75	172.50	153.33	184.00
Staff/labour cost to support Outdoor Events	Per hour		EX	49.70	49.70	52.82	53.00
Helicopter Landings – Castle Park	Per occasion		ST	114.58	137.50	122.50	147.00
Commercial Photography	Per occasion	Negotiable	EX	346.00	346.00	369.18	369.18
Commercial Filming	Per occasion	Negotiable	EX	692.00	692.00	738.50	738.50
High Woods Country Park Car Parking							
All days	Up to 2 hours		ST	0.83	1.00	1.08	1.30
All days	2 – 4 hours		ST	2.67	3.20	2.92	3.50
All days	Over 4 hours		ST	6.00	7.20	6.00	7.20

Annual Permit			ST			45.00	54.00
Castle Park – Equipment Hire & Service Charges							
Electric Supply	Per day	3 phase 63 amp per socket	ST	148.17	177.80	158.09	189.70
Electric Supply	Per day	13 amp per socket	ST	6.25	7.50	6.67	8.00
Electric Supply	Per day	63 amp per socket	ST	44.33	53.20	47.30	56.80
Electric Supply	Per day	32 amp per socket	ST	24.92	29.90	26.59	31.90
Electric Supply	Per day	16 amp per socket	ST	12.42	14.90	13.25	15.90
Water	Per day	standpipe	ST	26.67	32.00	28.45	34.20
White Line Marker	Per occasion	Groundsman Type	ST	6.08	7.30	6.49	7.80
Road Pins	Per 10		ST	3.08	3.70	3.29	4.00
Road Pins	Per 10 hire per day		ST	0.42	0.50	0.44	0.60
PA System	Per day		ST	62.75	75.30	66.95	80.40
Tables	each	trestle	ST	7.50	9.00	8.00	9.60

Chairs	each		ST	2.58	3.10	2.76	3.35
Temporary Fencing	Per panel delivered	1m x 2.5m	ST	2.25	2.70	2.40	2.90
Temporary Fencing	Per Panel Installed	1m x 2.5m	ST	6.67	8.00	6.67	8.60
Temporary Fencing	Per Panel Hire per day	1m x 2.5m	ST	0.42	0.50	0.44	0.55
Overnight Security	1 x security guard	Per night	ST	340.08	408.10	362.87	435.50

Allotment Plot Fees							
Full rate charges							
Plot rent per m2			EX	0.34	0.34	0.34	0.34
Water charges per m2			EX	0.16	0.16	0.16	0.16
Total plot rent			EX	0.50	0.50	0.50	0.50
Concessionary rate charges							
Plot rent per m2			EX	0.30	0.30	0.30	0.30
Water charges per m2			EX	0.16	0.16	0.16	0.16
Total plot rent			EX	0.46	0.46	0.46	0.46
Trees							
Inspection on non-council land (per hour) with verbal feedback			ST	60.00	72.00	65.00	78.00
Detailed recommendation/condition report following inspection			ST	350.00	420.00	375.00	450.00
Low level tree work (half day)			ST	250.00	300.00	300.00	360.00
Low level tree work (full day)			ST	500.00	600.00	550.00	660.00
Low level tree work (1hr)			ST	75.00	90.00	85.00	102.00
Tree Planting (supply and plant)			ST	200.00	240.00	220.00	264.00
Tree Watering & Aftercare up to 5 years			ST	0.00	0.00	150.00	180.00

Beach Hut Fees							
Plot rental							
Resident - Large Front Row			ST	269.83	323.80	n/a	345.49
Resident - Small Front Row			ST	182.42	218.90	n/a	233.57
Resident - Large Other Row			ST	237.42	284.90	n/a	303.99
Resident - Small Other Row			ST	159.75	191.70	n/a	204.54
Non-Resident - Large Front Row			ST	453.17	543.80	n/a	580.23
Non-Resident - Small Front Row			ST	307.67	369.20	n/a	393.94
Non-Resident - Large Other Row			ST	405.75	486.90	n/a	519.52
Non-Resident - Small Other Row			ST	275.42	330.50	n/a	352.64
Plot rental - Concession							
Resident - Large Front Row			ST	198.58	283.30	n/a	302.28
Resident - Small Front Row			ST	137.08	164.50	n/a	175.52
Resident - Large Other Row			ST	176.00	211.20	n/a	225.35
Resident - Small Other Row			ST	116.67	140.00	n/a	149.38
Non-Resident - Large Front Row			ST	341.08	409.30	n/a	436.72
Non-Resident - Small Front Row			ST	221.33	265.60	n/a	283.40
Non-Resident - Large Other Row			ST	307.67	369.20	n/a	393.94
Non-Resident - Small Other Row			ST	192.08	230.50	n/a	245.94

Plot rental for the commercial hire of beach huts							
Resident - Large Front Row			ST	1372.25	1646.70	n/a	1757.03
Resident - Small Front Row			ST	927.75	1113.30	n/a	1187.89
Resident - Large Other Row			ST	1207.50	1449.00	n/a	1546.08
Resident - Small Other Row			ST	819.58	983.50	n/a	1049.39
Transfers							
Transfer Fee Concession			ST	304.58	365.50	n/a	389.99
Transfer Fee (except Concession)			ST	365.33	438.40	n/a	467.77
Other Relevant Fees							
Deck Chair Hire	X09	Year	ST	191.75	230.10	n/a	245.52
Sailing Board Club	X11	Year	ST	403.67	484.40	n/a	516.85
Large Front Row Charity	X13	Year	ST	116.08	139.30	n/a	148.63

Equality, Diversity and Human Rights implications

- The proposed fees and charges affect all customers equally. Junior charges are available for many of the activities and a reduced concession price is available on some charges.
- Charges have been set in accordance with the leisure services pricing policy, which will be subject to an Equality Impact Assessment as and when it is reviewed.
- There are no new charging arrangements being introduced which will have a negative impact on any equality target groups.

(iv) Market and Street Trading

Introduction

Market fees are to be moved to Street licences - this ensures uniform fees across all sites, making admin more efficient. It also protects against any claims by HMRC for VAT and means the Market is no longer for business rates reducing operating costs.

Proposal is to balance these out with new commercial charges while ensuring Markets remain an affordable starting point for new businesses and specialist trades

Description of charge	Optional	Optional	VAT Ind	Current 2023/24 Charges excl. VAT (£)	Current 2023/24 Charges incl. VAT (£)	Proposed 2024/25 Charges excl. VAT (£)	Proposed 2024/25 Charges incl. VAT (£)
Electric Hook Up Charge			EX	4.00	4.00	5.00	5.00
Street Trading							
Small	2m x 2m		EX	15.20	15.20	17.00	17.00
Medium	2.5m x 2.5m		EX	21.00	21.00	23.00	23.00
Standard (Large)	3m x 3m		EX	24.10	24.10	25.00	25.00

Large	2.5m x 5m		EX	27.10	27.10	30.00	30.00
Extra Large	3 x 6m	NEW	EX	0.00	0.00	40.00	40.00
Super Large	3 x 10m	NEW	EX	0.00	0.00	60.00	60.00
Other Relevant Fees							
Commercial Charge	3 x 3m	NEW	EX	0.00	0.00	50.00	50.00
Special Event – Standard	3 x 3m	NEW	EX	0.00	0.00	80.00	80.00
Special Event – Large	3 x 6m	NEW	EX	0.00	0.00	150.00	150.00
Electric hook up charge mains		NEW	EX	0.00	0.00	25.00	25.00
Electric hook up charge Generator		NEW	EX	0.00	0.00	50.00	50.00
Equality, Diversity and Human Rights implications							
There are no particular equality, diversity or human rights implications. This is covered in the original EQIA for the Service. The EQIA can be found here: http://www.colchester.gov.uk/article/4959/Community-Services							

(v) Neighbourhood Staff

Introduction

These are the charges used for such activities as Road Closures and Bin Emptying. In undertaking a review, the changes have been changed to better reflect the true cost of providing the services. Additional lines have been included to further assist with the pricing of work requirements.

Description of charge	Optional	Optional	VAT Ind	Current 2023/24 Charges excl. VAT (£)	Current 2023/24 Charges incl. VAT (£)	Proposed 2024/25 Charges excl. VAT (£)	Proposed 2024/25 Charges incl. VAT (£)
Neighbourhood Charges							
Neighbourhood Operative	Hourly	Plus disposal costs	ST	37.78	45.40	40.40	48.50
Neighbourhood Warden	Hourly	Plus disposal costs	ST	45.88	55.10	49.00	58.80
Neighbourhood Warden plus van	Hourly	Plus disposal costs	ST	45.88	55.10	49.00	58.80
Neighbourhood Manager	Hourly		ST	46.40	55.70	49.60	59.50

Operations Manager	Hourly	Plus disposal costs	ST	117.14	140.60	125.00	150.10
Vehicle (3.5t) plus driver	Hourly	Plus disposal costs	ST	52.50	63.00	56.10	67.30
Vehicle (3.5t) plus driver and operative	Hourly	Plus disposal costs	ST	86.20	103.50	92.00	110.50
Vehicle (7.5t) plus driver and operative	Hourly	Plus disposal costs	ST	95.68	114.90	102.10	122.60
Vehicle (refuse) plus driver and two operatives	Hourly	Plus disposal costs	ST	166.17	199.50	177.40	212.60
Sweeper	Hourly	Plus disposal costs	ST	73.91	88.70	78.90	94.70
Jet wash plus operative	Hourly	Plus disposal costs	ST	46.51	55.90	49.70	59.70
Jet wash plus two operatives	Hourly	Plus disposal costs	ST	78.89	94.70	84.20	101.10

Equality, Diversity and Human Rights implications

There are no equality, diversity or human rights implications. This is covered in the original EQIA for the Service. The EQIA can be found here:

<http://www.colchester.gov.uk/article/4959/Community-Services>

(vi) Street Naming and Numbering

Introduction

The authority can charge for elements of the naming and numbering function by virtue of Section 64 and 65 of the 1847 Act coupled with Section 93 of the 2003 Act.

For Street Naming and Numbering this charge covers:

The Naming and numbering of new properties (including conversions).

- Alterations in either name or numbers to new developments after initial naming and numbering has been undertaken.
- Consultation and liaising with external organisations such as Royal Mail, Town or Parish Councils and Emergency Services (as a non-statutory element of naming of streets).

Charges are aimed at services delivered to Developers and non-domestic development, and services often provided to local residents (such as adding a house name to a single property) will remain free of charge.

Description of charge	Optional	Optional	VAT Ind	Current 2023/24 Charges excl. VAT (£)	Current 2023/24 Charges incl. VAT (£)	Proposed 2024/25 Charges excl. VAT (£)	Proposed 2024/25 Charges incl. VAT (£)
Street Name Change	Each		NB	225.00	225.00	230.00	230.00
Plot Change	Each	£100 minimum charge	NB	28.00	28.00	29.50	29.50
Numbering / Naming new dwelling	Each		NB	111.00	111.00	118.00	118.00

New Street Name	Each		NB	420.00	420.00	440.00	440.00
Equality, Diversity and Human Rights implications							
We have fully considered the equality and diversity impacts of our fees and charges and conclude that there are no adverse impacts that cannot be appropriately mitigated.							

(vii) Museums

Introduction

Colchester Borough Council has three Museums. Hollytrees and Natural History Museum are free to the public and there is no proposal to change that. The Castle is a charged for attraction and the income is important, allowing for sustainability and investment in this iconic historic asset. Prices were increased modestly in 2022/23 but by nearly 10% in 2023/24. This increase was the result of high inflation and has helped mitigate rising costs within the Council. There may now however be signs of price resistance and the team remains vigilant to benchmarking data from like organisations.

School prices have been increased following the CPI increment.

Tour prices have also been increased for adults and children.

The introduction of Castle passes following the redevelopment in 2014 were extended last year to those living out of borough for a small additional fee, reflected here with the inflationary increase.

For those for whom the prices remain a real barrier, the Castle will continue to open to the public for free twice a year; for Heritage Open Day and the special 'Christmas at the Castle' event.

Description of charge	Optional	Optional	VAT Ind	Current 2023/24 Charges excl. VAT (£)	Current 2023/24 Charges incl. VAT (£)	Proposed 2024/25 Charges excl. VAT (£)	Proposed 2024/25 Charges incl. VAT (£)
Castle Admission Charges, Tours and Tablet Hires at the Castle							
Individual	Annual Membership for any visitor on opting-in / signing up						

Adult			ST	10.41	12.50	10.62	12.75
Student			ST	6.62	7.95	7.08	8.50
Child	4 – 16 years	0 – 3 free	ST	5.79	6.95	6.25	7.50
Concession			ST	6.04	7.25	7.08	8.50
Saver tickets	Annual Pass for any visitor on opting-in / signing up						
	2 x adults plus 2 x children/ concessions		ST	27.45	32.95	29.16	35.00
	2 x adult plus 1 child/ concession		ST	22.91	27.50	24.37	29.25
	1 x adult plus 3 x children/ concessions		ST	23.75	28.50	25.20	30.25
Group	12+ people: Negotiable		Guideline	prices			
Adult			ST	7.29	8.75	8.33	10.00

Child	4 – 16 years	0 – 3 free	ST	4.12	4.95	4.87	5.85
Concession/student			ST	4.58	5.50	5.41	6.50
Tours							
Adult			ST	3.20	3.85	3.54	4.25
Child	4 – 16 years	0 – 3 free	ST	1.87	2.25	2.08	2.50
Tablet Hire							
2020-21 prices held							
All hires			ST	0.83	1.00	0.83	1.00
Castle pass (non-borough add-on, new)							
Child	4 – 16 years	0 – 3 free	ST	7.70	9.25	8.20	9.85
Adult			ST	14.58	17.50	15.62	18.50
Conc			ST	9.58	11.50	10.20	12.25
Student				9.58	11.50	10.20	12.25
Saver 2+2			ST	35.79	42.95	38.12	45.75
Saver 2+1				29.16	35.00	31.04	37.25
Saver 1+3				32.08	38.50	34.12	40.05
School Admissions							
VAT Exempt							
Colchester Castle							

Borough – general visit			EX	3.95	n/a	4.20	n/a
Borough – schools package			EX	5.15	n/a	5.50	n/a
Non-Borough – general visit			EX	4.40	n/a	4.70	n/a
Non-Borough – schools package			EX	5.50	n/a	5.85	n/a
Teacher / adult helper	Up to 6 x adults per 32 pupils are not charged			Free	Free	Free	Free
Hollytrees Museum							
General visit				Free	Free	Free	Free
Borough – half day			EX	4.40	n/a	4.70	n/a
Borough – full day			EX	5.15	n/a	5.50	n/a
Non-Borough – half day			EX	5.15	n/a	5.50	n/a
Non-Borough – full day			EX	5.50	n/a	5.85	n/a
Teacher / adult helper	Up to 6 x adults per 32 pupils are not charged			Free	Free	Free	Free

Equality, Diversity and Human Rights implications

No human rights issues are apparent in relation to the delivery of the Colchester Museums Service. It is acceptable to charge an entry fee to the Castle due to the inherent cost in protecting and providing access to both the building and the collection displayed and interpreted inside. The Castle is a legally protected Scheduled Ancient Monument which the Council has a duty of ownership to maintain and protect, and the historical and educational value of the designated

archaeological collections are of international significance. Castle visitors perceive value in paying for admission to the Castle as a 'day out' venue for family or individual enjoyment and lifelong learning. A number of good value and discount options are available, including the annual Castle Pass for Borough residents for the same price as a day ticket which represents excellent value for local people. Day admissions tickets once purchased can be used to re-enter the Castle as many times as desired that day. The annual 'Castle Pass' also provides an excellent value option for non-residents. For those unable to afford to pay for full admission to Colchester Castle, a number of cheaper options are available which are relevant to equality and diversity in terms of providing access for as wide a range of visitors as possible. Concessionary rates, as well as providing reduced priced admission for children of school age and full-time students, also enable those on a low income, retired or unable to work to benefit from reduced admission if they are in receipt of state benefits (subject to some form of proof being provided on request). Concession rates also apply to Castle Passes. Since 2017 anyone holding a Defence Discount Service card, eligible for members of the armed forces, as well as their dependents, veterans, cadets and related categories, qualifies for concessionary rate admission to Colchester Castle.

The Castle continues to provide free access to visitors twice a year, during Heritage Open Days weekend in September and the annual Christmas open evening when the Castle is open later than usual. These are both ideal opportunities for local visitors on lower incomes, for instance, to experience a Castle visit free of charge should they wish.

Disabled visitors also benefit from reduced admission rates and carers accompanying disabled visitors to facilitate their visit gain free entry. The Castle contains many layers of interpretation aimed at providing inclusive access for and improving the visitor experience for visitors with disabilities – examples include two lifts, a tactile map, audio equipment. School groups that include children with particular needs are always catered for on a special case by case basis, with alternative tours being made available for children, and their friends, who cannot manage the steps in the standard tour. Schools are asked on booking whether any children required any further special arrangements, such as the Castle Scriptorium being made available as a quiet room for children who may need a space to rest or receive medication. Early in 2021 an access audit for the Castle was conducted and staff 'Access Champions' have been trained and are now making modest changes to improve access for as full a range of disability as possible. As a result of this work the Castle Museum has been shortlisted in the 'Best Accessible Museum' category of the national Kids in Museums Awards with the winner to be announced later in 2022.

(viii) Visitor Information Centre

Introduction

For Guided Tours it is proposed an average increase approach is taken delivering an above inflation rise of 9.6% across all pricing categories taken together while allowing for variations based on market resilience. Very few child tickets are sold for public tours while feedback has been charging for accompanying children is a barrier to adults in family groups who might otherwise have joined a tour so this charge has been removed. Note in addition to the impact of inflation an increase is always required to keep pace with the application of the Living Wage to the fee paid to tour guides. Overall guided tour charges will remain competitive with most other similar destinations and independent guides operating in the area.

Advertising rates with Visit Colchester through print and online channels remain negotiable, as flexibility is required to create bespoke packages for potential advertisers; across channels; for varying time periods and in some cases for multiple venues owned by one business. Flexibility in charging is also required to support the hospitality sector in the face of extreme cost pressures on the sector in the current climate, however an inflationary increase on past charges will be applied where possible.

Description of charge	Optional	Optional	VAT Ind	Current 2023/24 Charges excl. VAT (£)	Current 2023/24 Charges incl. VAT (£)	Proposed 2024/25 Charges excl. VAT (£)	Proposed 2024/25 Charges incl. VAT (£)
Guided Tours							
Public Tour - public	Adult		ST	5.50	6.60	6.67	8.00
Public Tour - public	Child		ST	3.21	3.85	0.00	0.00

Private pre-booked	Adult	ST	5.50	6.60	5.83	7.00
Private pre-booked	Child	ST	3.91	3.85	3.33	4.00
Private pre-booked	Min. charge for groups of < 10	ST	50.00	60.00	58.33	70.00
		EX	Accompanying teachers/ adults free	Accompanying teachers/ adults free	Accompanying teachers/ adults free	Accompanying teachers/ adults free

Agency Commission Fees

Charity	5%	ST	No change	No change		
Non-Charity	10%	ST				
Minimum handling fee applied if commission falls below 25 plus VAT		ST	25.00	30.00	25.00	30.00

Equality, Diversity and Human Rights implications

We have fully considered the equality and diversity impacts of our fees and charges and conclude that there are no adverse impacts that cannot be appropriately mitigated.

(ix) Private Sector Housing Services

Introduction

It is proposed that Private Sector Housing fees and charges are amended for 2024-25 as below, generally with a 6.8% uplift (rounded up where necessary) for Non Business rated services and with a 20% uplift for our Standard rated/commercial services.

Most fees are charged on a cost recovery basis for officer time/on costs and our fees have been benchmarked with similar local Authorities within Essex to be comparable.

The services that we provide on a commercial basis have been increased by a higher %. No other Local Authority within Essex provides similar commercial services to benchmark against. However, they remain competitive with commercial companies that could provide a similar service. This increase enables us to maximise Council income which is used to support our Private Sector Housing service.

House in Multiple Occupation Licence Fee - A local authority may recover costs associated with the administration of a licensing scheme by charging a fee to applicants.

The fee for a new and a renewal HMO Licence under the provisions of the Housing Act 2004 are being increased by a little over 6.8%. The extra charge applied where the HMO has more than 5 lettings has also been increased, this reflects the additional work involved in assessing applications for larger HMOs.

A new or renewal licence for a standard 5 letting HMO will increase from £950 to £1,020 an increase of £70 from last year. Every further letting above 5 will be increased from £60 to £65 per letting in addition to the standard fee for a new or renewal licence application (an increase of £5 from last year).

If a similar number of licence applications are received as in the current year, this £70 increase per licence application could bring in an additional £5K income.

The team prepare floor plans when required by the applicant for an HMO licence as part of the application process. This service is offered as a commercial service. These have increased by 20% from £250 for a 5 letting property to £300 (+VAT). An additional fee is charged for more complex floor plans that take longer to prepare where the property has more than 5 lettings. This is currently £35 per additional letting and this is to be increased to £42. This is a discretionary service provided by the Council, not a statutory duty and the fee is competitive when compared with charges made by private sector surveyors for a similar service.

A new charge is to be introduced to allow for alterations only to an existing floor plan at an hourly rate of £145 (+VAT) with a minimum 1hour charge.

Charges for Enforcement Notices/Orders - A local authority may recover the costs associated with the service of a Notice or Order under the provisions of the Housing Act 2004.

The fee charged for the service of an Enforcement Notice or Order under the provisions of the Housing Act 2004 is to be increased by 6.8% from £585 to £625.

The team serve around 5 -10 such notices p.a. so a major increase is not going to result in greatly increased income. In addition, caution is needed not to set the charge too high as this is likely to result in more legal challenges to the Tribunal service against the fee which results in the requirements of the notice being held in abeyance and potentially serious housing hazards being left unaddressed whilst the legal process is followed.

The fee charged for the service of an Emergency Remedial Action Notice is charged differently from the other Notices and Orders. The service of this Notice comes after the local authority carries out works in default, the costs for taking this action, including officer time, is charged separately to the charge for the service of the Notice. The actual service of the Notice is a minor administrative process and does not justify charging the same fee as for other Notices and Order. The works have been undertaken and signed off and there is no further action required. A First Tier Tribunal decision

previously agreed that a reasonable fee level be £150, this has subsequently been increased year on year. This to be increased by 6.8% this year from £155 to £165

Immigration Inspections

The fee for an immigration inspection is to be increased by 20% from £220(+VAT) to £264 (+VAT) This is a discretionary service provided by the Council, not a statutory duty and the fee remains competitive compared to services provided by private sector organisations. Only a couple of such requests are received in most years, however, none to date for 2023/24.

The inspections carried out by the team under the Homes for Ukraine Scheme and for other asylum seeker/refugee housing purposes are not charged in this way.

Penalty Charge for failure to join a Property Management Redress Scheme

It is a legal requirement for all individuals/companies managing property in England to join one of two Government-approved redress schemes. Local authorities can impose a financial penalty of up to £5,000 where an individual or company who should have joined a scheme has not done so.

Guidance is to charge the maximum penalty other than in exceptional circumstances. The charge has been set at the maximum £5,000 again this year. Income must be used for the Authorities housing enforcement function and not drawn into the General Fund.

Civil Penalties

The Housing and Planning Act enables Local Authorities to issue a civil penalty notice up to £30,000 as an alternative to taking prosecution action for certain offences under the Housing Act 2004. The Local Authority must publish a policy

detailing when it will issue a civil penalty and how it will determine the level of that penalty. The level of penalty to be issued is calculated with reference to a number of factors which gives a score per offence. This detail is contained within the published Private Sector Housing Enforcement and Civil Penalties Policy, which has been reviewed in the last year. Civil Penalty income must be used for the Authorities housing enforcement function and not drawn into the General Fund.

Technical Advisory Service

It is proposed that we continue to offer housing standards advice and guidance to landlords and agents. The charge is to increase by 20% from £120 per hour (+VAT) to £145 per hour (+VAT). This fee is not charged to charities or partner organisations of the local authority.

This increase is based on this being a commercial service and comparison has been made with the technical advice service provided by Planning colleagues which is considered to be of equivalent merit and provided by officers of equivalent grade and expertise.

The hourly rate is applied to discretionary site visits, consultations, meetings etc. with landlords made at their request for advice and guidance relating to but not limited to the setting up of new HMOs, pre licensing application visits, advice on suitability of premises for purchase and advice on improving energy efficiency to meet minimum standards required for letting.

This is a discretionary service provided by the Council, not a statutory duty, and the fee is competitive when compared with charges made by private sector organisations.

Works in Default

The fee for undertaking works in default, is the full cost of the contractor's invoice, plus administrative costs based on an officer hourly rate (inc on costs) of £70 per hour (+VAT).

Penalty charge for failing to comply with Smoke & Carbon Monoxide remedial notice

The penalty for failing to comply with Smoke & Carbon Monoxide Regulations remedial notice is being retained at £2,000 for first offence and £5,000 for future offences. Income must be used for the Authorities housing enforcement function and not drawn into the General Fund.

Penalty charge for failing to comply with Electrical Safety Regulations notice

The Electrical Safety Standards in the Private Rented Sector (England) Regulations 2020 now in effect enable the Local Authority to issue a financial penalty of up to £30,000 on a private landlord where they have breached any of their duties.

The level of penalty to be issued is calculated with reference to a number of factors which gives a score per offence. This detail is contained within the published Private Sector Housing Enforcement and Civil Penalties Policy, which has been reviewed in the last year. Income must be used for the Authorities housing enforcement function and not drawn into the General Fund.

Description of charge	Optional	Optional	VAT Ind	Current 2023/24 Charges excl. VAT (£)	Current 2023/24 Charges incl. VAT (£)	Proposed 2024/25 Charges excl. VAT (£)	Proposed 2024/25 Charges incl. VAT (£)
HMO Licensing (licence issued for a maximum period of 5 years)							
House in Multiple Occupation -			NB	475 initial processing payment	475.00 initial processing payment	510.00 initial processing payment	510.00 initial processing payment
New Licence where 5 units of accommodation				475.00 payment prior to	475.00 payment	510.00 payment	510.00 payment

		issue of licence	prior to issue of licence	prior to issue of licence	prior to issue of licence
House in Multiple Occupation New Licence – price per additional room after 5 units of accommodation	NB	60.00 for every additional unit above 5	60.00 for every additional unit above 5	65.00 for every additional unit above 5	65.00 for every additional unit above 5
House in Multiple Occupation – Renewal of Licence where 5 units of accommodation	NB	475.00 initial processing payment 475.00 payment prior to issue of licence	475.00 initial processing payment 475.00 payment prior to issue of licence	510.00 initial processing payment 510.00 payment prior to issue of licence	510.00 initial processing payment 510.00 payment prior to issue of licence
House in Multiple Occupation Renewal of Licence – price per additional room after 5 units of accommodation	NB	60.00 for every unit above 5	60.00 for every unit above 5	65.00 for every unit above 5	65.00 for every unit above 5

Preparation of floor plans for HMO licence application process – where 5 units of accommodation (Discretionary commercial service)	ST	250.00	300.00	300.00	360.00
Preparation of floor plans for HMO licence application process – price per additional letting room after 5 units of accommodation (Discretionary commercial service)	ST	35.00 for every unit above 5	42.00 for every unit above 5	42.00 for every unit above 5	50.40 for every unit above 5.
Amendments to existing HMO floor plan (created using a professional drawing package)	ST	N/A	N/A.	Charged at hourly rate as per Technical Advice service with a minimum 1 hour charge 145.00	174.00 per hr with a minimum 1 hour charge

Charge for Enforcement Notices/Orders

Fee per Enforcement Notice or Order issued under Housing Act 2004 (excluding Emergency Remedial Action Notices) and for Demolition Orders served under s.265 Housing Act 1985 (NB. Only one single fee is payable where the same notice is served on more than one recipient)

NB	585.00	585.00	625.00	625.00
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Fee per Emergency Remedial Action Notice issued under Housing Act 2004 (NB. Only one single fee is payable where the same notice is served on more than one recipient)

NB	155.00	155.00	165.00	165.00
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ST	Calculated per case based on	Calculated per case based on hourly rate	Calculated per case based on hourly rate	Calculated per case based on hourly rate of
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Administration of works in default of a recipient of a legal notice without agreement		hourly rate of officer (65.00 per hr)	of officer (78.00 per hr)	of officer (70.00 per hr)	officer (84.00 per hr)
Administration of works in default of a recipient of a legal notice with agreement	ST	Calculated per case based on hourly rate of officer (65.00 per hr)	Calculated per case based on hourly rate of officer (78.00 per hr)	Calculated per case based on hourly rate of officer (70.00 per hr)	Calculated per case based on hourly rate of officer (84.00 per hr)
Civil Penalty Notices issued for offences under Housing Act 2004	NB	Calculated in accordance with published Policy Max £30,000			
Fee per remedial notice issued under Regulation 5 of the Smoke & Carbon Monoxide Alarm (England) Regulations 2015	NB	2,000.00 for first offence	2,000.00 for first offence 5,000.00 for future offences	2,000.00 for first offence 5,000.00 for future offences	2,000.00 for first offence 5,000.00 for future offences

5,000.00
for future
offences

Penalty Charge for failure to join
Property Management Redress
Scheme

NB 5000.00 5000.00 5000.00 5000.00

Fee per remedial notice issued
under The Electrical Safety
Standards in the Private Rented
Sector (England) Regulations 2020

NB Calculated in
accordance
with
published
Policy
Max
£30,000
Calculated in
accordance
with
published
Policy
Max
£30,000
Calculated in
accordance
with
published
Policy
Max
£30,000
Calculated in
accordance
with
published
Policy
Max £30,000

Technical Advice & Guidance
(Discretionary services)

Provision of technical advice
service to landlords

ST 120.00 per
hour 144.00 per
hour 145.00 per
hour 174.00 per
hour

Immigration Inspection and Issue of
Report

ST 220.00 264.00 264.00 316.80

Equality, Diversity and Human Rights implications

We have considered the equality and diversity impacts of our fees and charges for ST rated Fees and Charges by undertaking an Equality Impact Assessment (EIA) which has been reviewed in October 2023 and concludes that there are no adverse impacts that cannot be appropriately mitigated. [EQIA on non statutory Fees and Charges AJW Oct 2021](#)

(x) Planning Services

Introduction

The fees due for statutory planning and related applications are set by central Government. Exceptions to these statutory fees include S106 unilateral undertakings, Planning Performance Agreements (PPA's), Preliminary Enquiry or Pre-Application Enquiry (PE's) charges. Many of the charges essentially relate to discretionary advice and other site inspection charges which were substantially increased in 22/23 by approx. 40% for pre-app advice at a commercial scale. Given the significant increase mid-year in 22/23 a more subdued increase of +10% universally was applied to for 23/24 to avoid deterring service users from uptake. VAT is charged where the service offered is not statutorily required. These discretionary services are primarily accessed by commercial developers and not householders. For this reason, large scale development (either of new housing or commercial schemes) should be the focus of fee increases as these charges are small in comparison to project value. An uplift of 20% is proposed for these categories of pre-app advice. The 23/24 period has so far been characterised by downturn in statutory applications with a post Covid recovery down turn in the number of householder applications (possibly as a result in the increase in interest rates and increased build costs due to inflation). The pre-app advice service is used by householders, and we are mindful of the comparatively low cost of householder applications and the cost-of-living crisis faced by many working families. For this reason, **no increase** in the cost of householder or listed building enquiries is proposed where these relate to family homes. In all other cases, a global uplift in fees of +20% is proposed to account for inflation and to provide for increased income to address the Council's financial pressures.

Description of charge	Optional	Optional	VAT Ind	Current 2023/24 Charges excl. VAT (£)	Current 2023/24 Charges incl. VAT (£)	Proposed 2024/25 Charges excl. VAT (£)	Proposed 2024/25 Charges incl. VAT (£)
Research cost	Min one hour		ST	91.52	109.82	109.82	131.78
Retention fee for lapsed invalid applications							
Householder			ST	73.04	88.08	73.04	88.08
Minor and Other			ST	125.84	151.00	125.84	151.00
Majors			ST	283.71	340.45	340.45	408.54
S106 Unilateral Undertakings Legal and Monitoring Costs			ST	640.64	768.77	768.77	922.52
S.106 Clause Monitoring fees			ST	560.56	672.67	672.67	807.20
Financial Clause							
Other s.106 clauses monitoring fee			ST	663.52	796.22	796.22	968.64
Public Open Space Practical Completion Certificate Inspection (OSPCI)							
Size of landscaping scheme (each insp) m2							
<100 m2			ST	674.96	809.95	809.95	971.94

101 – 500 m2	ST	1327.04	1,592.44	1592.44	1,910.93
501 – 2500 m2	ST	2,059.20	2,471.04	2,471.04	2,965.25
2501 – 5000 m2	ST	2,551.12	3,061.34	3,061.34	3,673.61
5001 – 10000 m2	ST	3,317.60	3,981.12	3,891.12	4,669.34
1001> m2	ST	3,889.60	4,667.52	4,667.52	5,601.02

Landscape Consultancy

(Previously known as Landscape Practical Completion Inspection)

First hour	ST	171.77	206.12	247.34	296.81
Thereafter per hour	ST	108.68	130.42	156.50	187.80

Planning Performance Agreements (PPA) Sliding scale of charges depending on size of proposal

Super majors (Inception meeting):

Subsequently - as agreed at inception meeting for remainder of project depending on frequency of liaison, complexity of project management and number of officers involved

	ST	4,290.00	5,148.00	5,148.00	6,177.60
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Large scale majors (Inception meeting):

Subsequently - as agreed at inception meeting for remainder of project depending on frequency of liaison, complexity of project management and number of officers involved

ST	3,432.00	4,118.40	4,118.40	4,942.08
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Standard majors (Inception meeting):

Subsequently - as agreed at inception meeting for remainder of project depending on frequency of liaison, complexity of project management and number of officers involved.

ST	3,317.60	3,981.12	3,981.12	4,777.34
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Preliminary Enquiries (majors)

Super majors

Initial meeting and written confirmation

ST	3,960.00	4,752.00	4,752.00	5,702.40
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Subsequent meetings

3 hours with 1x officer

fee variable with greater attendance

ST	1,338.48	1,606.18	1,606.18	1,927.42
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Large scale majors	Initial meeting and written confirmation		ST	3,300.00	3,960.00	3,960.00	4,752.00
Subsequent meetings	3 hours with 1x officer	fee variable with greater attendance	ST	1,304.16	1,564.99	1,564.99	1,877.99
Standard majors	Initial meeting and written confirmation		ST	1,304.16	1,546.99	1,856.39	2,227.67
Subsequent meetings	3 hours with 1x officer	fee variable with greater attendance	ST	680.68	816.81	980.17	1,176.20
Written response only	Per letter		ST	825.00	990.00	1,188.00	1,425.60

Preliminary Enquiries 'Minors' & 'Others*' (including listed buildings)

(excluding Householder category proposals and Buildings at Risk)

Residential (1-4 units)	Written response	ST	330.00	396.00	475.20	684.29
Residential (5-9 units)	Written response	ST	550.00	660.00	792.00	951.59
Commercial (retail, food & drink, and offices)						
Up to 100 sq m	Written response	ST	249.60	299.52	299.52	359.42
Up to 499 sq m	Written Response	ST	385.00	462.00	462.00	554.40
499 sqm-999 sq m	Written response	ST	550.00	660.00	660.00	792.00
Anything else in addition to the above including meetings, site visits and follow up questions are charged at an hourly rate and will be arranged by agreement post receipt of initial application	Hourly rate	ST	108.68	130.42	130.42	156.50
Listed Buildings:						
Written response incl.Site meeting		ST	396.00	475.20	475.20	570.20

**Preliminary Enquiries
Householder**

(excluding Listed Building consent enquiries)

Written response only	No meeting	ST	132.00	158.40	158.40	190.08
Written response, one hour meeting		ST	181.50	217.80	217.80	261.36
Additional meeting by agreement	Per hour	ST	102.96	123.55	123.55	148.26
Additional follow up questions (max of 30 minutes work)	Per response	ST	53.77	64.52	64.52	77.42
Advertising by Public Notice in a local newspaper of applications under the Planning Act 1990 to divert, stop up or extinguish a public footpath	Such charge as shall be levied by the newspaper publisher for placing the public notice + £35 admin charge	ST	42.33	50.80	50.80	60.96

Other ad-hoc professional planning or specialist advice

High Hedges Legislation	In total					
Complaint processing fee		ST	543.40	652.08	652.08	782.50

Confirmation of compliance with planning permission (built as agreed certificate)	Householder	ST	97.24	116.69	116.69	140.03
Confirmation of compliance with planning permission (built as agreed certificate)	1 new dwelling	ST	143.00	171.6	171.60	205.92
Confirmation of compliance with planning permission (built as agreed certificate)	Each additional dwelling up to 9	ST	74.36	89.23	89.23	107.08
Planning Officer	First hour	ST	171.6	205.92	205.92	251.90
	Per hour thereafter	ST	108.68	130.42	130.42	156.50
Principal Planning Officer	First hour	ST	188.76	226.51	226.51	271.81
	Per hour thereafter	ST	110.97	133.16	133.16	159.79
Planning Manager	First hour	ST	223.08	267.70	267.70	321.24

Tree Officer	Per hour thereafter	ST	131.56	157.87	157.87	189.44
	First hour	ST	168.17	201.80	201.80	242.16
	Per hour thereafter	ST	109.82	131.79	131.79	158.19

Archaeology Charges	Charging Category					
Development is a single dwelling, garage/ cartlodge, extension or other small development	A					
Monitoring/ Watching		ST	263.12	315.74	315.74	378.89
Evaluation		ST	331.76	398.11	398.11	477.73
Excavation		ST	331.76	398.11	398.11	477.73
Development of a historic building (demolition and/or conversion)	B					
Monitoring/ Watching		ST	263.12	315.74	315.74	378.89

Development is two dwellings or more and covers less than 1.0ha in area	C					
Monitoring/ Watching		ST	263.12	315.74	315.74	378.89
Evaluation		ST	331.76	398.11	398.11	477.73
Excavation		ST	446.16	535.39	535.39	642.46
Development is between 1.0ha and 3.0ha in area	D					
Evaluation		ST	446.16	535.39	535.39	642.46
Excavation		ST	623.48	748.17	748.17	897.80
Development is between 3.0ha and 10.0ha in area	E					
Evaluation		ST	623.48	748.17	748.17	897.80
Excavation		ST	938.08	1,125.70	1,125.70	1,350.84
Development is over 10.0ha	F					
						Request a quote

UAD Charging Schedule

Standard Search (up to 75 records)		ST	68.64	82.37	82.37	99.44
Extended Search (up to 150 records)		ST	137.28	164.74	164.74	200.09
Large scale/complex search (>150 records)						Request a quote

Equality, Diversity and Human Rights implications

We have fully considered the equality and diversity impacts of our fees and charges by undertaking Equality Impact Assessments (EIAs) and conclude that there are no adverse impacts on vulnerable that cannot be appropriately mitigated. These services are discretionary and principally accessed by commercial developers with no uplift proposed where these relate to family dwellings.

The decision to implement the proposed fees and charges for planning will not result in any breach of human rights or discrimination. [Fees & Charges Planning EQIA 2023-24](#)

(xi) Building Control

Introduction (include any proposals)

The Building Control charging system is subject to some prescribed rules within the Building (Local Authority Charges) Regulations and CIPFA guidance. The current national charging regime requires the charges to be set on a “cost recovery” basis, over a three-year period, for the chargeable element of the Building Control function.

It is proposed that the Building Control charges are as laid out below, and a 6.8% increase has been applied before rounding up. This will help to cover the cost of increased expenditure per case whilst the charges are set to satisfy the overriding principle of the break-even position, and the need to remain competitive having regard to private sector competition.

It is also intended to undertake a larger overhaul of the fee structure for Building Control, with the aim of simplifying them, reducing the number of categories, and making it easier for customers to calculate their own fees. This will help automate services, increase speed, and reduce the need to contact the Council so that customers can make online payments at the time of submitting an application (similar to the system for planning applications). These will be reviewed at the end of the financial year (31 March 2024) and if changes are proposed as a result of the analysis of the year end position a further report will be presented where appropriate.

Explanatory Notes to Standard Building Regulation Charges

The following tables contain the standard charges for new dwellings, small non-domestic buildings and extensions or alterations to single buildings. The charges have been established at a level to cover the cost of the Building Regulation related service in respect of commonly occurring categories of work.

Where proposed work falls outside of the categories of standard charges shown the charge will be individually determined.

Where a Full Plans application is submitted the total charge combines both the Plan Charge and Inspection Charge.

Building Notice applications can only be submitted for domestic work subject to certain conditions.

Works which are solely for people with disabilities or the provision of accommodation for a carer where 24-hour care is required will be exempt from the charges where evidence is provided from a Medical Practitioner, Occupational Therapist or Social Services to justify such a claim.

VAT is not applicable to Regularisation applications

Table A – New Dwellings

Dwelling houses and Flats not exceeding 300m2

Please note that the Charges marked with an* have been reduced to reflect where controlled electrical installations are being carried out, tested and certified by a registered Part P electrician. If these reductions are claimed and a self-certifying electrician is not subsequently employed, the applicant will be invoiced for supplementary charges equivalent to the discount (**see D14 below**).

Description of charge	VAT Ind	Current 2023/24 Charges excl. VAT	Current 2023/24 Charges incl. VAT	Proposed 2024/25 Charges excl. VAT	Proposed 2024/25 Charges incl. VAT
		(£)	(£)	(£)	(£)
Houses or Bungalows less than 4 storeys					
H01- 1 Plot					
Plan Charge	ST	215.60	258.72	250.00	300.00
Inspection Charge*	ST	539.00	646.80	583.33	700.00
Building Notice Charge*	ST	802.73	963.27	833.33	1000.00
Regularisation Charge*	NB	943.25	943.25	1000.00	1000.00
H02 - 2 Plots					
Plan Charge	ST	315.70	378.84	333.33	400.00
Inspection Charge*	ST	808.50	970.20	875.00	1050.00
Building Notice Charge*	ST	1235.85	1483.02	1320.83	1585.00
Regularisation Charge*	NB	1405.25	1405.25	1500.00	1500.00

H03 - 3 Plots					
Plan Charge	ST	415.80	498.96	450.00	540.00
Inspection Charge*	ST	1078.00	1293.60	1166.67	1400.00
Building Notice Charge*	ST	1668.98	2002.77	1791.67	2150.00
Regularisation Charge*	NB	1867.25	1867.25	2000.00	2000.00
H04 - 4 Plots					
Plan Charge	ST	515.90	619.08	554.17	665.00
Inspection Charge*	ST	1347.50	1617.00	1441.67	1730.00
Building Notice Charge*	ST	2102.10	2522.52	2250.00	2700.00
Regularisation Charge*	NB	2329.25	2329.25	2500.00	2500.00
H05 - 5 Plots					
Plan Charge	ST	616.00	739.20	658.33	790.00
Inspection Charge*	ST	1617.00	1940.40	1729.17	2075.00
Building Notice Charge*	ST	2535.23	3042.27	2708.33	3250.00
Regularisation Charge*	NB	2791.25	2791.25	3000.00	3000.00
Flats					
F01 - 1 Flat					
Plan Charge	ST	215.60	258.72	233.33	280.00
Inspection Charge*	ST	500.50	600.60	541.67	650.00
Building Notice Charge*	ST	744.98	893.97	833.33	1000.00
Regularisation Charge*	NB	895.13	895.13	1000.00	1000.00
F02 - 2 Flats					
Plan Charge	ST	315.70	378.84	337.5.0	405.00
Inspection Charge*	ST	750.75	900.90	804.17	965.00
Building Notice Charge*	ST	1129.98	1355.97	1208.33	1450.00
Regularisation Charge*	NB	1333.06	1333.06	1430.00	1430.00
F03 - 3 Flats					
Plan Charge	ST	415.8.	498.96	445.83	535.00

Inspection Charge*	ST	1001.00	1201.20	1625	1950.00
Building Notice Charge*	ST	1514.98	1817.97	1625	1950.00
Regularisation Charge*	NB	1771.00	1771.00	1900	1900.00
F04 – 4 Flats					
Plan Charge	ST	515.90	619.08	554.17	665.00
Inspection Charge*	ST	1251.25	1501.50	1337.5	1605.00
Building Notice Charge*	ST	1899.98	2279.97	2041.67	2450.00
Regularisation Charge*	NB	2208.94	2208.94	2360	2360.00
F05 - 5 Flats					
Plan Charge	ST	616.00	739.20	658.33	790.00
Inspection Charge*	ST	1501.50	1801.80	1604.17	1925.00
Building Notice Charge*	ST	2284.98	2741.97	2441.67	2930.00
Regularisation Charge*	NB	2646.88	2646.88	2830.00	2830.00
Conversion To					
V01 – Single Dwelling-House					
Plan Charge	ST	200.20	240.24	216.67	260.00
Inspection Charge*	ST	539.00	646.80	583.33	700.00
Building Notice Charge*	ST	783.48	940.17	916.67	1100.00
Regularisation Charge*	NB	924.00	924.00	990.00	990.00
V02 – Single Flat					
Plan Charge	ST	177.10	212.52	191.66	230.00
Inspection Charge*	ST	500.50	600.60	541.66	650.00
Building Notice Charge*	ST	725.73	870.87	783.33	940.00
Regularisation Charge*	NB	847.00	847.00	905.00	905.00

Notifiable Electrical Work (in addition to the above where applicable)					
D14 – Where a satisfactory certificate will not be issued by a Part P registered electrician	ST	277.68	333.21	300.00	360.00

Table B – Work To A Single Dwelling

Limited to work not more than 3 storeys above ground level

Please note that the Charges marked with an* have been reduced to reflect where controlled electrical installations are being carried out, tested and certified by a registered Part P electrician. If these reductions are claimed and a self-certifying electrician is not subsequently employed, the applicant will be invoiced for supplementary charges equivalent to the discount (**see D14 below**).

Multiple work reductions. Where the proposed works consist of more than one of the above elements on Table B, then the appropriate charge is calculated by paying the full amount for the most expensive element and only 50% for the other applicable elements **with the exception of D14 Electrical work.**

Description of charge	VAT Ind	Current 2023/24 Charges excl. VAT	Current 2023/24 Charges incl. VAT	Proposed 2024/25 Charges excl. VAT	Proposed 2024/25 Charges incl. VAT
		(£)	(£)	(£)	(£)
Extension & New Build					
D01 – Separate single storey extension with floor area not exceeding 40m2					
Plan Charge	ST	200.20	240.24	216.67	260
Inspection Charge*	ST	413.88	496.65	445.83	535

Building Notice Charge*	ST	639.10	766.92	683.33	820
Regularisation Charge*	NB	767.60	767.60	820	820
D02 – Separate single storey extension with floor area between 40m2 and 100m2					
Plan Charge	ST	215.60	258.72	233.33	280
Inspection Charge*	ST	539	646.8	583.33	700
Building Notice Charge*	ST	793.10	951.72	854.17	1025
Regularisation Charge*	NB	943.25	943.25	1010	1010
D03 – Separate extension with some part 2 of 3 storey in height and a floor area not exceeding 40m2					
Plan Charge	ST	200.20	240.24	216.67	260
Inspection Charge*	ST	433.13	519.75	466.67	560
Building Notice Charge*	ST	677.60	813.12	729.17	875
Regularisation Charge*	NB	791.66	791.66	850	850
D04 – Separate extension with some part 2 or 3 storeys in height and a total floor area between 40m2 and 100m2					
Plan Charge	ST	238.70	286.44	258.33	310
Inspection Charge*	ST	596.75	716.10	641.67	770
Building Notice Charge*	ST	860.48	1032.57	925	1110
Regularisation Charge*	NB	1044.31	1044.31	1120	1120
D05 – A building or extension comprising SOLELY of a garage, carport or store – total floor area not exceeding 100m2					
Plan Charge	ST	161.7	194.04	175	210
Inspection Charge*	ST	308	369.6	333.33	400
Building Notice Charge*	ST	485.1	582.12	525	630

Regularisation Charge*	NB	587.13	587.13	630	630
D06 – Detached non-habitable domestic building with total floor area not exceeding 50m2					
Plan Charge	ST	192.5	231	208.33	250
Inspection Charge*	ST	385.00.	462	416.67	500
Building Notice Charge*	ST	610.23	732.37	658.33	790
Regularisation Charge*	NB	721.88	721.88	780	780
Conversions					
D07 – First floor & second floor loft conversions					
Plan Charge	ST	231	277.2	250	300
Inspection Charge*	ST	462	554.4	500	600
Building Notice Charge*	ST	735.35	882.42	791.67	950
Regularisation Charge*	NB	866.25	866.25	930	930
D08 – Other work (e.g. garage conversions)					
Plan Charge	ST	161.7	194.04	175	210
Inspection Charge*	ST	269.5	323.4	291.67	350
Building Notice Charge*	ST	446.6	535.92	479.17	575
Regularisation Charge*	NB	539	539	580	580
Alterations (including Underpinning)					
D09 – Renovation of a thermal element					
Plan Charge	ST	123.2	147.84	133.33	160
Inspection Charge*	ST	96.25	115.5	104.17	125
Building Notice Charge*	ST	234.85	281.82	254.17	305
Regularisation Charge*	NB	274.31	274.31	300	300
D10 – Replacement of windows, roof lights, roof windows or external glazed doors					
Plan Charge	ST	123.2	147.84	133.33	160
Inspection Charge*	ST	96.25	115.5	104.17	125

Building Notice Charge*	ST	234.85	281.82	254.17	305
Regularisation Charge*	NB	274.31	274.31	300	300
D11 – Cost of work not exceeding £5,000 (Incl. Renewable Energy Systems)					
Plan Charge	ST	123.3	147.84	133.33	160
Inspection Charge*	ST	192.5	231	208.33	250
Building Notice Charge*	ST	340.73	408.87	366.67	440
Regularisation Charge*	NB	394.63	394.63	430	430
D12 – Cost of work not exceeding £5,000 and not exceeding £25,000					
Plan Charge	ST	161.7	194.04	175	210
Inspection Charge*	ST	269.5	323.4	291.67	350
Building Notice Charge*	ST	465.85	559.02	500	600
Regularisation Charge*	NB	539	539	580	580
D13- Cost of work not exceeding £25,000 and not exceeding £100,000					
Plan Charge	ST	238.7	286.44	258.33	310
Inspection Charge*	ST	462	554.4	500	600
Building Notice Charge*	ST	773.85	928.62	833.33	1000
Regularisation Charge*	NB	875.88	875.88	950	950
Notifiable Electrical Work (in addition to the above where applicable)					
D14 – Where a satisfactory certificate will not be issued by a Part P registered electrician	ST	277.68	333.21	300	360

Table C – All Other Non-Domestic Work

Limited to work no more than 3 storeys above ground level.

Description of charge	VAT Ind	Current 2023/24 Charges excl. VAT	Current 2023/24 Charges incl. VAT	Proposed 2024/25 Charges excl. VAT	Proposed 2024/25 Charges incl. VAT
Extensions & New Build					
N01 –Single storey with floor area not exceeding 40m2					
Plan Charge	ST	231	277.2	250	300
Inspection Charge	ST	462	554.4	500	600
Regularisation Charge	NB	866.25	866.25	930	930
N02 –Single storey with floor area between 40m2 & 100m2					
Plan Charge	ST	254.1	304.92	275	330
Inspection Charge	ST	635.25	762.3	683.33	820
Regularisation Charge	NB	1111.69	1111.69	1200	1200
N03 – With some part 2 or 3 storey in height and a total floor area not exceeding 40m2					
Plan Charge	ST	238.7	286.44	258.33	310
Inspection Charge	ST	539	646.8	583.33	700
Regularisation Charge	NB	972.13	972.13	1050	1050

N04 – With some part 2 or 3 storey in height and a total floor area between 40m2 & 100m2					
Plan Charge	ST	277.2	332.64	300	360
Inspection Charge	ST	693	831.6	750	900
Regularisation Charge	NB	1212.75	1212.75	1300	1300
Alterations					
N05 – Cost of works not exceeding £5,000					
Plan Charge	ST	161.7	194.04	175	210
Inspection Charge	ST	154	184.8	166.67	200
Regularisation Charge	NB	394.63	394.63	430	430
N05 - Replacement of windows, roof lights, roof windows or external glazed doors (not exceeding 20 units)					
Plan Charge	ST	161.7	194.04	175	210
Inspection Charge	ST	154	184.8	166.67	200
Regularisation Charge	NB	394.63	394.63	430	430
N05 - Renewable energy systems (not covered by an appropriate competent persons scheme)					
Plan Charge	ST	161.7	194.04	175	210
Inspection Charge	ST	154	184.8	166.67	200
Regularisation Charge	NB	394.63	394.63	430	430

N05 - Installation of new shop front					
Plan Charge	ST	161.7	194.04	175	210
Inspection Charge	ST	154	184.8	166.67	200
Regularisation Charge	NB	394.63	394.63	430	430
N06 – Cost of works exceeding £5,000 & not exceeding £25,000					
Plan Charge	ST	200.2	240.24	216.67	260
Inspection Charge	ST	269.5	323.4	291.67	350
Regularisation Charge	NB	587.13	587.13	630	630
N06 - Replacement of windows, roof lights, roof windows or external glazed doors (exceeding 20 units)					
Plan Charge	ST	200.2	240.24	216.67	260
Inspection Charge	ST	269.5	323.4	291.67	350
Regularisation Charge	NB	587.13	587.13	630	630
N06 - Renovation of thermal elements					
Plan Charge	ST	200.2	240.24	216.67	260
Inspection Charge	ST	269.5	323.4	291.67	350
Regularisation Charge	NB	587.13	587.13	630	630
N06 - Installation of a Raised Storage Platform within an existing building					
Plan Charge	ST	200.2	240.24	216.67	260
Inspection Charge	ST	269.5	323.4	291.67	350
Regularisation Charge	NB	587.13	587.13	350	350

N07 – Cost of works exceeding £25,000 & not exceeding £100,000					
Plan Charge	ST	238.7	286.44	258.33	310
Inspection Charge	ST	519.75	623.7	558.33	670
Regularisation Charge	NB	948.06	948.06	1020	1020
N07 - Fit out of building up to 100m2					
Plan Charge	ST	238.7	286.44	265.83	319
Inspection Charge	ST	519.75	519.75	466.67	560
Regularisation Charge	NB	948.06	948.06	1020	1020

Equality, Diversity and Human Rights implications

The Charges should ensure that full cost recovery is achieved for the chargeable element of the Building Control function whilst meeting the overriding objective of breaking even.

The Charges will apply to all groups equally except for people with disabilities who are exempt from the charges where the works are directly related to the provision of facilities to aid them.

(xii) Parking Services

Introduction

The following changes were made to the fees and charges for parking services agreed with the Portfolio Holder, for implementation in December 2023:

- Remove Vineyard Street MiPermit special offer
- Remove St Marys MiPermit Special Offer
- Remove Butt Road and Napier Road 'Up to 4 Hours' tariff
- Raise Priory Street Resident Season Ticket in line with on-street resident permit prices
- Raise Priory Street Parents permits prices
- Raise Alexandra Terrace, Bergholt Road and St Julians Grove Season Tickets
- Raise Three Crowns Road resident season tickets
- Raise Sheepen Road Lorry Park tariffs

It is also proposed that the following changes are made to the fees and charges for parking services, for implementation in 2024/25 Financial Year:

- Inflationary increase of at least 6.7% (rounded to nearest 10p) on most tariffs, excluding those in West Mersea, Dedham and Wivenhoe; some of those in St Johns Car Park (to encourage higher uptake); and all season tickets (due to very low uptake).
- Above inflation increase for Butt Road and Napier Road (North and South) car parks

Reasons for Decision:

Parking fees and charges form an important measure to influence driver behaviour through setting appropriate parking charge levels. The primary function of parking is not simply to raise revenue, but to support transport policy. They should also reflect the cost to provide the parking service and is therefore not immune to inflation due to the many costs within the off-street parking operation.

Detailed Proposals

The existing fees and charges to be continued are shown in the attached tables and the changes shown above are incorporated. Changes to tariff boards will be required in all instances other than those where there are only changes to season ticket prices. The cost of changing all affected boards is not anticipated to exceed £5,000 +VAT.

Special Offers

Additional Christmas and other special parking offers will be discussed with Traders Groups and will be implemented as part of the Colchester Christmas Package, and in liaison with the PFH. Certain special limited concession offers may be provided in addition to the tariff shown, for certain locations, for set time periods and/or terms via the MiPermit App.

Description of charge	Optional	Optional	VAT Ind	Current 2023/24 Charges excl. VAT (£)	Current 2023/24 Charges incl. VAT (£)	Proposed 2024/25 Charges excl. VAT (£)	Proposed 2024/25 Charges incl. VAT (£)
St John's Car Park							
Up to ½ hour	All Days		ST	0.83	1.00	0.92	1.10
Up to 1 hour	All Days		ST	1.75	2.10	1.92	2.30
Up to 2 hours	All Days		ST	2.66	3.20	2.83	3.40
Up to 3 hours	All Days		ST	3.25	3.90	3.5	4.20
Up to 4 hours	All Days		ST	3.33	4.00	3.58	4.30
Up to 5 hours	All Days		ST	5.42	6.50	5.83	7.00
Up to 4 hours (special offer – MiPermit only)	All Days		ST	2.50	3.00	2.50	3.00
2pm until close (special offer)	All Days		ST	£2.08	£2.50	£2.08	£2.50
Up to 12 hours	All Days		ST	10.00	12.00	10.67	12.80
Over 12 hours (long stay penalty rate)	All Day		ST	13.75	16.50	13.75	16.50
Season tickets (conditions apply)	3 months		ST	416.67	500.00	416.67	500.00
Season tickets (conditions apply)	12 months		ST	1,500.00	1,800.00	1,500.00	1,800.00
St Mary's Car Park							
Up to 30 minutes	All Days		ST	0.83	1.00	0.92	1.10
Up to 1 hour	All Days		ST	1.75	2.10	1.92	2.30
Up to 2 hours	All Days		ST	2.66	3.20	2.83	3.40
2pm until 6am (special offer)	All Days		ST	2.08	2.50	2.25	2.70
Up to 3 hours	All Days		ST	3.25	3.90	3.50	4.20

Up to 4 hours					All Days	ST	3.33	4.00	3.58	4.30
Up to 4 Hours (special offer – MiPermit only)	All Days	ST	2.50	3.00	-					
Up to 5 hours					All Days	ST	5.42	6.50	5.83	7.00
Over 12 hours (long stay penalty rate)					All Days	ST	13.75	16.50	13.75	16.50
Daily evening charge (entry after 6.00pm)					All Days	ST	1.67	2.00	1.83	2.20
Season tickets (conditions apply)					3 months	ST	416.67	500.00	416.67	500.00
Season tickets (conditions apply)					12 months	ST	1,500.00	1,800.00	1,500.00	1,800.00
Rowan House Car Park										
Up to 4 hours					Monday-Friday	ST	1.04	1.25	1.04	1.25
Over 4 hours					Monday-Friday	ST	2.08	2.50	2.08	2.50
Sheepen Road Car Park										
Up to 4 hours					Monday-Saturday	ST	3.75	4.50	4.00	4.80
Over 4 hours					Monday-Saturday	ST	5.42	6.50	5.83	7.00
Day rate					Sunday	ST	2.08	2.50	2.25	2.70
Daily evening charge (6.00pm to 6.00am)					Any day	ST	0.42	0.50	0.50	0.60
Sheepen Road Lorry Park										
Up to 6 Hours					Any day	ST	4.58	5.50	4.58	6.10
Up to 12 Hours					Any day	ST	8.33	10.00	8.33	11.00
Britannia Car Park										
Up to 30 minutes					Monday-Saturday	ST	0.83	1.00	0.92	1.10
Up to 1 hour					Monday-Saturday	ST	1.75	2.10	1.83	2.20
Up to 2 hours					Monday-Saturday	ST	2.42	3.20	2.83	3.40

Up to 3 hours	Monday-Saturday	ST	3.25	3.90	3.50	4.20
Up to 4 hours	Monday-Saturday	ST	3.33	4.00	3.58	4.30
Up to 5 hours	Monday-Saturday	ST	4.17	5.00	4.42	5.30
Up to 6 hours	Monday-Saturday	ST	5.00	6.00	5.33	6.40
Up to 7 hours	Monday-Saturday	ST	5.83	7.00	6.25	7.50
Up to 8 hours	Monday-Saturday	ST	6.67	8.00	7.08	8.50
Up to 12 hours	Monday-Saturday	ST	7.50	9.00	8.00	9.60
Over 12 hours	Monday-Saturday	ST	8.33	10.00	9.17	11.00
Day Rate (special offer – MiPermit only)	Monday-Saturday	ST	3.33	4.00	4.00	4.80
Day rate	Sunday	ST	0.83	1.00	1.25	1.50
Daily evening charge (6.00pm till 6.00am)	Any day	ST	0.83	1.00	0.92	1.10
Season tickets (conditions apply)	3 months	ST	416.67	500.00	416.67	500.00
Season tickets (conditions apply)	12 months	ST	1,500.00	1,800.00	1,500.00	1,800.00
Priory Street Car Park						
Up to 30 minutes	All Days	ST	0.83	1.00	0.92	1.10
Up to 1 hour	All Days	ST	1.75	2.10	1.92	2.30
Up to 2 hours	All Days	ST	2.66	3.20	2.83	3.40
2pm until 6am (special offer)	All Days	ST	2.08	2.50	2.25	2.70
Up to 3 hours	All Days	ST	3.25	3.90	3.50	4.20
Up to 4 hours	All Days	ST	3.33	4.00	3.58	4.30
Up to 4 Hours (special offer – MiPermit only)	All Days	ST	2.50	3.00	2.67	3.20
Up to 5 hours	All Days	ST	5.42	6.50	5.85	7.00

Over 12 hours (long stay penalty rate)	All Days		ST	13.75	16.50	13.75	16.50
Daily evening charge (entry after 6.00pm)	Any day		ST	1.67	2.00	1.67	2.00
Season tickets (conditions apply)	3 months		ST	416.67	500.00	416.67	500.00
Season tickets (conditions apply)	12 months		ST	1500.00	1800.00	1500.00	1800.00
Annual Parent Permits AM (8.30am to 9.30am only) (conditions apply)	Academic year		ST	17.92	21.50	22.50	27.00
Annual Parent Permits PM (3.00pm to 4.00pm only) (conditions apply)	Academic year		ST	17.92	21.50	22.50	27.00
Annual Parent Permits (AM and PM) (conditions apply)	Academic year		ST	31.25	37.50	37.50	45.00
Resident's season tickets (conditions apply)	12 months	1st season ticket	ST	56.67	68.00	63.33	76.00
Resident's season tickets (conditions apply)	12 months	2nd season ticket	ST	70.83	85.00	83.33	100.00

Vineyard Street Car Park

Up to 1 hour	All Days		ST	2.08	2.50	2.25	2.70
Up to 2 hours	All Days		ST	3.58	4.30	3.83	4.60
Up to 2 hours (special offer) (entry after 9.30am)	All Days		ST	3.25	3.90	-	-
Daily evening charge (6.00pm till 6.00am)	All Days		ST	0.67	0.80	0.75	0.90

Butt Road Car Park

Up to 4 hours	All Days		ST	1.25	1.50	-	-
Day Rate	All Days		ST	2.50	3.00	3.17	3.80
Daily evening charge (6.00pm till 6.00am)	Any day		ST	0.42	0.50	0.50	0.60
Season tickets (conditions apply)	3 months		ST	208.33	250.00	208.33	250.00
Season tickets (conditions apply)	12 months		ST	766.67	920.00	766.67	920.00

Napier Road Car Parks

ParkActive (MiPermit only) per 60 minutes (conditions apply)	Any day		ST	0.42	0.50	0.50	0.60
Up to 4 hours	Any day		ST	1.25	1.50	-	-
Over 4 hours (All Day)	Monday-Saturday		ST	2.50	3.00	3.17	3.80
	Sunday		ST	2.50	3.00	2.67	3.20

Daily evening charge (6.00pm till 6.00am)	Any day	ST	0.42	0.50	0.50	0.60
Season tickets (conditions apply)	12 months	ST	416.67	500.00	416.67	500.00

Highwoods and Recreation Ground Car Parks

Up to 2 hours	Any day	ST	0.83	1.00	1.08	1.30
2-4 hours	Any day	ST	2.67	3.20	2.92	3.50
Over 4 hours	Any day	ST	6.00	7.20	6.00	7.20
Annual Permit	Any day	ST	41.67	50.00	45.00	54.00

Mill Road and Mill Pond Car Parks - Dedham

Up to 1 hour	Any day	ST	N/A	Free	N/A	Free
Up to 2 hours	Any day	ST	1.00	1.20	0.83	1.20
Up to 4 hours	Any day	ST	2.08	2.50	2.08	2.50
All day rate	Any day	ST	3.33	5.00	3.33	5.00
Daily evening charge (6.00pm till 6.00am)	Any day	ST	0.42	0.50	0.42	0.50

Coast Road and Seaview Car Parks – West Mersea

Up to 1 hour	Any day	ST	N/A	Free	N/A	Free
Up to 2 hours	Any day	ST	3.33	4.00	3.33	4.00
Up to 4 hours	Any Day	ST	5.42	6.50	5.42	6.50
Over 4 hours	Any Day	ST	7.08	8.50	7.08	8.50
Overnight (Seaview Car Park only; Coast Road Car Park no charge)	Any day	ST	0.83	1.00	0.83	1.00
Motorcycles	Any day		free at Seaview, and free within designated bay, otherwise standard charges to apply at Coast Road.			

Season tickets (Traders at Coast Road or Residents Annual at Seaview – conditions apply)		ST	79.17	95.00	79.17	95.00
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High Street Car Park – West Mersea

Up to 1 hour (to become 'Up to 2 hours')	Any day	ST	N/A	Free	N/A	Free
Up to 4 hours	Any Day	ST	5.42	6.50	5.42	6.50

Over 4 hours	Any Day	ST	7.08	8.50	7.08	8.50
Overnight	Any day	ST	Free	Free	Free	Free
Motorcycles	Any day	standard charges apply		standard charges apply		
Season tickets (conditions apply) (Traders only)	Annual	ST	79.17	95.00	79.17	95.00
Victoria Esplanade and Willoughby Car Parks – West Mersea						
Up to 2 hours	Any day	ST	3.33	4.00	3.33	4.00
Up to 4 hours	Any Day	ST	5.42	6.50	5.42	6.50
Over 4 hours	Any Day	ST	7.08	8.50	7.08	8.50
Season ticket (conditions apply) (Beach Hut Watch Members only) (Victoria Esplanade only)	12 Months	ST	70.83	85.00	70.83	85.00
Season ticket (conditions apply) (Mersea Windsurfers and Kitesurfers Club members only) (Victoria Esplanade only)	12 Months	ST	70.83	85.00	70.83	85.00
Cooks Yard Car Parks – Wivenhoe						
Up to 30 minutes	Any day	ST	N/A	Free	N/A	Free
Up to 1 hour	Any day	ST	0.42	0.50	0.42	0.50
Up to 2 hours	Any day	ST	0.83	1.00	0.83	1.00
Up to 4 hours	Any day	ST	1.67	2.00	1.67	2.00
Up to 6 hours	Any day	ST	2.50	3.00	2.50	3.00
Over 6 hours	Any day	ST	3.33	4.00	3.33	4.00
Daily evening charge (6.00pm till 6.00am)	Any day	ST	1.67	2.00	1.67	2.00
Colchester Leisure World Car Park						
Up to 1 hour	Mon to Fri	ST	1.67	2.00	1.67	2.00
	Sat & Sun	ST	1.75	2.00	1.75	2.00
Up to 2 hours	Mon to Fri	ST	2.50	3.00	2.50	3.00
	Sat & Sun	ST	2.67	3.20	2.67	3.20
Up to 4 hours	All days	ST	3.33	4.00	3.33	4.00
Up to 6 hours	Mon to Fri	ST	4.58	5.50	4.58	5.50

Up to 9 hours	Sat & Sun		ST	5.00	6.00	5.00	6.00
	Mon to Fri		ST	7.33	8.80	7.33	8.80
Up to 24 hours	Sat & Sun		ST	7.50	9.00	7.50	9.00
	Mon to Fri		ST	8.75	10.50	8.75	10.50
Overnight (entry after 6pm to 6am)	Sat & Sun		ST	9.17	11.00	9.17	11.00
	All days		ST	1.67	2.00	1.67	2.00
Alexandra Terrace Car Park							
Season tickets (conditions apply)	6 months		ST	76.83	92.20	83.33	100.00
Season tickets (conditions apply)	12 months		ST	146.50	175.80	158.33	190.00
Bergholt Road Car Park							
Season tickets (conditions apply)	6 months		ST	76.83	92.20	83.33	100.00
Season tickets (conditions apply)	12 months		ST	146.50	175.80	158.33	190.00
St Julian Grove Car Park							
Season tickets (conditions apply)	6 months		ST	76.83	92.20	83.33	100.00
Season tickets (conditions apply)	12 months		ST	146.50	175.80	158.33	190.00
Three Crowns Road Car Park							
Peak Rate	4am to 9.30am	Monday to Friday	ST	6.67	8.00	7.08	8.50
Off-Peak Rate	9.30am to Midnight	Monday to Friday	ST	5.42	6.50	5.83	7.00
Day Rate	9.30am to Midnight	Saturday	ST	2.50	3.00	2.67	3.20
Day Rate	9.30am to Midnight	Sunday	ST	2.50	3.00	2.67	3.20
Night Rate	6pm to 8am	Everyday	ST	0.42	0.50	0.50	0.60
Resident season tickets (conditions apply)	6 months		ST	N/A	N/A	N/A	N/A
Resident season ticket (conditions apply)	12 months	1st season ticket	ST	60.00	72.00	63.33	76.00
Resident season ticket (conditions apply)	12 months	2nd season ticket	ST	76.67	92.00	83.33	100.00

Walsingham Road

Season tickets (conditions apply)	6 months	ST	85.83	103.00	85.83	103.00
Season tickets (conditions apply)	12 months	ST	171.67	206.00	171.67	206.00

Equality, Diversity and Human Rights implications

Any increase in parking charges is likely to have a disproportionate impact on households with lower incomes. However, the careful design and availability of the parking offers and the retention of shorter stay tariffs options, as well as competitive long stay tariffs across a range of car parks gives these households affordable choices and options.

The EQIA for Parking is located on the Colchester City Council website

(xiii) Environmental Health and Licensing Services

Introduction

Pest Control

We have bench marked the service, against other local authorities and local competitors, and there are proposed changes to the domestic and commercial charges as set out in the table below. These changes reflect increased operating and inflationary costs, whilst also reflecting the need for the service to be competitive and provide value for money in the market.

All treatments have been increased with the cost of inflation 6.8 % except for bed bugs. Due to the resistance of bedbugs to insecticide many more treatments are required. The treatment of bedbugs would otherwise be significantly underpriced, because you can no longer treat them in 3 visits as previously priced for, and it usually takes up to 6 visits to successfully treat them. Therefore, the cost of bedbug treatments has been increased to cover **six** bedbug treatments rather than the previous three, or the Council would not recover the cost of providing this service. This remains a much cheaper option than alternative service providers, and ensures that we do not have to cease this discretionary service.

A concessionary fee of approximately 50% of the full fee continues to be offered to those residents in receipt of qualifying means tested benefits.

New Fee – Whilst an emergency request for treatments will always be considered, where the customer wishes for convenience a same day appointment, an additional call out charge will be added.

Dog Control

The cost associated with the collecting, transporting and kennelling of stray dogs is retained at £75. This incorporates a £25 statutory fee.

It is proposed that the stray dog kennelling overnight charge is increased to £40.00 per night. This is to fully recover the cost of increased kennelling fees incurred by the Council.

In addition, any veterinary fees incurred by the Council for treating a stray dog will be recovered from the owner in full prior to returning the dog to their care.

Environmental Protection

The Fees charged, for permitting processes under the Environmental Protection Act 1990 are set annually by DEFRA

Technical Advice

Officers within the Environmental Protection Team have high levels of technical expertise in areas such as noise; air quality; private water supplies and contaminated land. It is proposed that upon request from a Business, Developer, Land Owner, or other Local Authority that a discretionary technical service can be provided including but not limited to noise monitoring/acoustic reports, the production of noise management plans and the review of technical documents. This service, as it is a Commercial service will be increased, in line with similar services to an hourly rate of **£125 per hour + VAT £150**

Works in Default

The fee for undertaking works in default based on an hourly rate is to be increased slightly.

Private Water Supplies

The maximum charge for various water sampling activities is stipulated in Schedule 5 of the Private Water Supplies Regulations 2009. There is however, now some flexibility in the offer for the charge for sampling, so this has been increased to £150.00 for the initial visit and £100.00 for any follow up visits.

Description of charge	Optional	Optional	VAT Ind	Current 2023/24 Charges excl. VAT (£)	Current 2023/24 Charges incl. VAT (£)	Proposed 2024/25 Charges excl. VAT (£)	Proposed 2024/25 Charges incl. VAT (£)
Animal Services							
Non-Domestic Pest Control							
Rodents (rats & mice,) all treatments include a maximum of three visits. All work on completion guaranteed for one month.			ST	208.33	250.00	212.50	255.00
Contracts priced upon request.							
Other insect pests excluding bedbugs Price per hour, minimum 1 hour charge, contracts priced on request.			ST	95.83	115.00	104.17	125.00
Bedbugs 1-3 rooms (up to 6 treatments)			ST	216.67	260.00	466.67	560.00
Bedbugs 4+ rooms (up to 6 treatments)			ST		Price on application		Price on application
Call out - no treatment required			ST	45.00	54.00	50.00	60.00
Domestic Pest Control							
Rodents (rats & mice)			ST	75.00	90.00	83.33	100.00
			ST	116.37	140.00	125.00	150.00

Call out charge - additional £50.00 for same day attendance.

Cockroaches/Tropical Ants	ST	85.00	102	95.83	115.00
Bedbugs (up to 6 treatments)	ST	179.17	215.00	262.50	315.00
Wasps/Hornets	ST	62.50	75.00	70.83	85.00
Call out charge - additional £50.00for guaranteed same day attendance.		104.17	125.00	112.50	135.00
Fleas	ST	79.17	95.00	91.66	110.00
Call out fee – no treatment required	ST	26.67	32.00	33.33	40.00

Reduced Charges - for those in receipt of a means tested benefit or the free prescriptions element of universal credit.

Rodents (rats & mice)	ST	37.50	45.00	41.66	50.00
Cockroaches/ tropical ants	ST	38.63	51.00	48.33	58.00
Wasps/hornets	ST	28.75	37.50	35.83	43.00
Fleas	ST	36.05	47.50	45.83	55.00
Bedbugs (up to 6 treatments)	ST	89.58	107.50	131.66	158.00
Call out fee – no treatment required		12.02	16.00	16.66	20.00

Animal Control

Stray Dog Charge	NB	75.00	75.00	75.00	75.00
Stray Dog Kennelling Charge (per day or part thereof)	NB	25.00	25.00	40.00	40.00
Stray Dog Veterinary fees			Vet fees recovered at cost		Vet fees recovered at cost

Environmental Protection

Private Water Supplies

First Risk Assessment	ST	416.67	500.00	416.67	500.00
Second and subsequent Risk assessments	ST		£200 for 4 hours and then £50.00 for every additional hour		£200 for 4 hours and then £50.00 for every additional hour
Sampling (initial visit)	ST	125.00	150.00	125.00	150.00
Sampling (Follow up visit)	ST	83.33	100.00	83.33	100.00

		150.00			
Investigation	ST	83.33	100.00	83.33	100.00
Grant Authorisation	ST	83.33	100.00	83.33	100.00
Sample Analysis (minor)	ST	20.83	25.00	20.83	25.00
Sample Analysis (check monitoring)	ST	83.33	100.00	83.33	100.00
Sample Analysis (audit monitoring)	ST	416.67	500.00	416.67	500.00
Analysis of water samples	ST	Any charges incurred for the analysis of samples will be recovered at cost.		Any charges incurred for the analysis of samples will be recovered at cost.	
Concession - sampling fee for residents living in a single dwelling who are in receipt of a means tested benefit	ST	Free	Free	Free	Free

Environmental Information Requests

	ST	83.33	100.00	83.33	100.00
Cases exceeding 2 hours will incur an additional 30 p/h	ST	25.00	30.00	25.00	30.00

Works in Default

Administration of works in default

ST	Calculated per case based on hourly rate (65.00)	Calculated per case based on hourly rate (78.00)	Calculated per case based on hourly rate (70.83)	Calculated per case based on hourly rate (85.00)
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Technical Advice

Provision of a Technical Advice Service

ST	Calculated per case based on hourly rate (120.00)	Calculated per case based on hourly rate (144.00)	Calculated per case based on hourly rate (125.00)	Calculated per case based on hourly rate (150.00)
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Food and safety and Licensing

The fees are based on the full cost recovery of administering and processing the service, in terms of officer resource and associated costs. This year overheads have increased significantly and in line with inflationary rates (the Consumer Price index) in all areas, and therefore we are increasing all non-statutorily set fees to ensure we can fully recover the costs of operating an effective Licensing, Food and Safety Service.

Note: Under legislation Pavement permit fees are currently capped to £100.00 until September 2024– we will review the fees if Legislation is amended. DBS fees are increased due to the new Statutory DBS 6 monthly check.

The Knowledge test is no longer accounted for in our fees as this has been outsourced to CESC

The Food Export Certificates have a charge for the first hour then an hourly rate due to the time taken to inspect all the new paperwork after leaving the EU

Gambling fees remain unchanged, as statutory inspection and audit need to be carried out to identify any changes / improvements that may be required. This will be addressed in 2024 in line with the introduction of the new gambling policy

Income from food hygiene course is removed as businesses can access this service cheaper online and there are no registered trainer accepting the manager now in the team and therefore no resource to undertake this.

The fee for health certificates (PEE) has been added at 90.00 plus 6.7% increase, plus fee for a rescore for Food Hygiene Rating is also added.

Description of charge			Optional	Optional	VAT Ind	Current 2023/24 Charges excl. VAT	Current 2023/24 Charges incl. VAT	Proposed 2024/25 Charges excl. VAT	Proposed 2024/25 Charges incl. VAT
						(£)	(£)	(£)	(£)
Licensing,			Type	Statutory Fee set					
Sex Establishment			New Applications	No	NB	1531.00	1531.00	1,650.00	1,650.00
Sex Establishment			Renewals	No	NB	805.00	805.00	860.00	860.00
Sex Establishment			Variation	No	NB	805.00	805.00	860.00	860.00
Sex Establishment			Transfer	No	NB	805.00	805.00	860.00	860.00
Scrap Metal Dealers			Site New Application	No	NB	805.00	805.00	860.00	860.00
Scrap metal Dealers Act			Site Renewal	No	NB	506.00	506.00	540.00	540.00
Scrap metal Dealers Act			Site/Collector Variation	No	NB	270.00	270.00	290.00	290.00
Scrap metal Dealers Act			Additional Site Licence	No	NB	270.00	270.00	290.00	290.00
Scrap metal Dealers Act			Collector New Application	No	NB	377.00	377.00	400.00	400.00

Animal Welfare Regulations (note: 1-3 year Licence)	Application Fee	Grant Fee	Note: * Vets fees to be added	Statutory Fee set Yes/No					
Hiring out of Horses (Riding Establishment) Licences (vet fee to be added and invoiced separately)	47.480	77.70	*	No	NB	530.00	562.70	562.70	562.70
Selling Animals as Pets (Pet Shops and other (does not apply to breeding of dogs))	336.00	111.0		No	NB	411.00	446.00	446.00	446.00
Animal Boarding Licence (including Daycare)	432.00	98.00		No	NB	490.00	530.00	530.00	530.00
Home Boarding for dogs	256.00	56.00		No	NB	296.00	320.00	320.00	320.00
Dog Breeding	248.00	98.00	*	No	NB	333.00	363.00	363.00	363.00
Keeping or Training animals for exhibition (3 year Licence)	256.00	64.00		No	NB	400.00	431.00	431.00	431.00

Additional Licensable Activity	180.00	64.00		No	NB	152.00	245.00	245.00	245.00
Variation to licence/re-evaluation star rating Application fee for Animal boarding, Selling Animals and Keeping Animals for exhibition	180.00	64.00		No	NB	225.00	245.00	245.00	245.00
Variation to licence/re-evaluation Star Rating Application fee for Dog Breeding and Hiring out of horses (Not including vet fees)	180.00	64.00		No	NB	221.00	245.00	245.00	245.00
Transfer of Licence due to death of licensee	81.00	N/A		No	NB	79.00	81.00	81.00	81.00
Zoo Operators Licence (+ vet fee) (payable every 6 years - next due 2025)			New / Renewal	No	NB	2218.00	2366.00	2366.00	2366.00

Dangerous Wild Animals (+ vet fee) (payable every two years)			New / Renewal	No	NB	310.00	331.00	331.00	331.00
Food Export/ health Certificates(PEE)			New / Renewal	No	NB	<u>90.00</u>	<u>96.00</u>	<u>96.00</u>	<u>96.00</u>
NOTE DUE TO THE TIME TAKEN ON SOME THIS IS NOW AN HOURLY RATE						<u>53.20 P/H</u>	<u>5.250 P/H</u>	<u>56.50 P/H</u>	<u>56.50 P/H</u>
Food Surrender Certificates			New / Renewal	No	NB	79.00	84.00	84.00	84.00
Tattooing, Electrolysis and Skin Piercing (Permanent or Semi-permanent), Acupuncture, Electrolysis and Ear-piercing - Premises - including 2 operators			New	No	NB	270.00	288.00	288.00	288.00
- Operators - up to 2 operators			New	No	NB	141.00	150.00	150.00	1150.00

Tattooing (Permanent or Semi-permanent), Acupuncture, Electrolysis and Ear-piercing - admin charge for transfers				No	NB	85.00	91.00	91.00	91.00
Hypnotists			New			130.00	130.00	140.00	140.00
Re Score food hygiene rate			New			202.00	202.00	202.00	202.00
Licensing:									
Table and Chairs Licence (Highways Act)									
			New Application	No	NB	N/A	N/A	900.00	900.00
			Renewal	No	NB	N/A	N/A	300.00	300.00
Pavement Licence (Introduced 2020)			All Applications	Yes	NB	100.00	100.00	100.00	100.00
Pleasure Boats			New/Annual	no	NB	90.00	90.00	90.00	90.00
Boatsman Licence			New/Annual	no	NB	90.00	90.00	90.00	90.00
Basic charge (outside of Colchester)			Per person	no	EX	71.00	71.00	71.00	71.00
If resident or employed within Colchester Borough			Per person		EX	55.00	55.00	55.00	55.00
Delivered at businesses own premises									

Basic charge (up to 10)			(10 pers) + £20 p/h	no	EX	439.00	439.00	439.00	439.00
Each additional person			Per person	No	EX	22.00	22.00	22.00	22.00
Exam resit fees			Per person	No	EX	22.00	22.00	22.00	22.00
Hackney Carriage and Private Hire									
Vehicle and Operators Licences									
Hackney Carriage Vehicle			Annual / Renewal	No	NB	450.00	450.00	460.00	460.00
Hackney Carriage Hybrid			Annual / Renewal	No	NB	326.00	326.00	330.00	330.00
Hackney Carriage Full Electric			Annual / Renewal	No	NB	220.00	220.00	230.00	230.00
Private Hire Vehicle			Annual / Renewal	No	NB	383.00	383.00	390.00	390.00
Private Hire Vehicle Full Electric			Annual / Renewal	No	NB	191.00	191.00	200.00	200.00
Operator's Licence - 1 vehicle (PHV)			New / Renewal (5 years)	No	NB	326.00	326.00	350.00	350.00
Operator's Licence – 2-5 vehicles (PHV)			New / Renewal (5 years)	No	NB	377.00	377.00	405.00	405.00

Operator's Licence – 6+ vehicles (PHV)			New / Renewal (5 years)	No	NB	450.00	450.00	480.00	480.00
Category change fee				No	NB	79.00	79.00	85.00	85.00
Drivers Licences									
Initial Licence valid for up to 3 years			New (3 years)	No	NB	225.00	225.00	240.00	240.00
Renewal Licence valid for up to 3 years			New (3 years)	No	NB	203.00	203.00	220.00	220.00
Licence Transfer Fees									
HC Replacement Vehicle (must always remain a licensed vehicle)				No	NB	107.00	107.00	110.00	110.00
PH Replacement Vehicle (must always remain a licensed vehicle)				No	NB	107.00	107.00	110.00	110.00
Person to person				No	NB	107.00	107.00	107.00	107.00
Registration number change				No	NB	107.00	107.00	107.00	107.00
Vehicle Inspection Fees									

HC/PH Vehicle Inspection Fee as MOT				No	NB	50.00	50.00	50.00	50.00
HC/PH Vehicle Inspection Fee (Brand new)				No	NB	30.00	30.00	30.00	30.00
Failure to attend Garage for appointment				No	NB	60.00	60.00	60.00	60.00
Replacement Equipment									
Replacement Plates				No	NB	27.00	27.00	27.00	27.00
Replacement Badges				No	NB	19.00	19.00	19.00	19.00
Replacement vehicle window cards				No	NB	6.00	6.00	6.00	6.00
Replacement card payment stickers				No	NB	N/A	N/A	6.00	6.00
Standard Roof Sign			At cost plus handling charge	No	NB	11.50	11.50	15.00	15.00
Standard Door Signs			At cost plus handling charge	No	NB	11.50	11.50	15.00	15.00
Plate Exemption				No	E	12.00	12.00	12.00	12.00

Transfer of PH vehicles to new Operator (per vehicle)				No	E	12.00	12.00	12.00	12.00
Alcohol and Entertainment Licences – Statutory fees									
Premises Licences - Initial Applications									
Band A - Rateable Value £0 - £4,300				Yes	NB	100.00	100.00	100.00	100.00
Band B - £4,301 - £33,000				Yes	NB	190.00	190.00	190.00	190.00
Band C - £33,001 - £87,000				Yes	NB	315.00	315.00	315.00	315.00
Band D - £87,001 - £125,000				Yes	NB	450.00	450.00	450.00	450.00
Band E - £125,000 and over				Yes	NB	635.00	635.00	635.00	635.00
Premises Licences - Renewals									
Band A - Rate able Value £0 - £4,300				Yes	NB	70.00	70.00	70.00	70.00
Band B - £4,301 - £33,000				Yes	NB	180.00	180.00	180.00	180.00

Band C - £33,001 - £87,000				Yes	NB	295.00	295.00	295.00	295.00
Band D - £87,001 - £125,000				Yes	NB	320.00	320.00	320.00	320.00
Band E - £125,000 and over				Yes	NB	350.00	350.00	350.00	350.00
Premises Licences - Variations									
Band A - Rateable Value £0 - £4,300				Yes	NB	100.00	100.00	100.00	100.00
Band B - £4,301 - £33,000				Yes	NB	190.00	190.00	190.00	190.00
Band C - £33,001 - £87,000				Yes	NB	315.00	315.00	315.00	315.00
Band D - £87,001 - £125,000				Yes	NB	450.00	450.00	450.00	450.00
Band E - £125,000 and over				Yes	NB	635.00	635.00	635.00	635.00
Minor Variations - all Bands				Yes	NB	89.00	89.00	89.00	89.00
Personal Licences									
Initial Application				Yes	NB	37.00	37.00	37.00	37.00
Miscellaneous Fees									
Copies of Documents etc				Yes	NB	10.50	10.50	10.50	10.50
Transfers				Yes	NB	23.00	23.00	23.00	23.00

Change of Designated Premises Supervisor				Yes	NB	23.00	23.00	23.00	23.00
Temporary Event Notices				Yes	NB	21.00	21.00	21.00	21.00
Notice of Interest in Premises				Yes	NB	21.00	21.00	21.00	21.00
Theft or loss of certificate or summary				Yes	NB	10.50	10.50	10.50	10.50
Application for a provisional statement where premises being built				Yes	NB	315.00	315.00	315.00	315.00
Notification of change of name or address for holder of premise licence				Yes	NB	10.50	10.50	10.50	10.50
Application to vary to specify individual as premise supervisor				Yes	NB	10.50	10.50	10.50	10.50
Application to transfer premise licence				Yes	NB	23.00	23.00	23.00	23.00
Change of name or alteration of CLUB rules				Yes	NB	10.50	10.50	10.50	10.50

Change or registered address of club				Yes	NB	10.50	10.50	10.50	10.50
Theft or loss of temporary event notice				Yes	NB	10.50	10.50	10.50	10.50
Theft or loss of personal licence				Yes	NB	10.50	10.50	10.50	10.50
Duty to notify change of name or address for personal license				Yes	NB	10.50	10.50	10.50	10.50
Right of freeholder etc to be notified of licensing matters				Yes	NB	21.00	21.00	21.00	21.00
Licensing Act 2003 Cinema certification Fees				Yes	NB	165.00	165.00	165.00	165.00
Application for an Interim Authority Notice				Yes	NB	23.00	23.00	23.00	23.00
Additional Fees for exceptionally large capacity venues									
500-9999				Yes	NB	1,000.00	1,000.00	1,000.00	1,000.00
10000-14999				Yes	NB	2,000.00	2,000.00	2,000.00	2,000.00
15000-19999				Yes	NB	4,000.00	4,000.00	4,000.00	4,000.00
20000-29999				Yes	NB	16,000.00	16,000.00	16,000.00	16,000.00

30000-39999				Yes	NB	20,000.00	20,000.00	20,000.00	20,000.00
40000-49999				Yes	NB	24,000.00	24,000.00	24,000.00	24,000.00
50000-59999				Yes	NB	32,000.00	32,000.00	32,000.00	32,000.00
60000-69999				Yes	NB	40,000.00	40,000.00	40,000.00	40,000.00
70000-79999				Yes	NB	48,000.00	48,000.00	48,000.00	48,000.00
80000-89999				Yes	NB	56,000.00	56,000.00	56,000.00	56,000.00
90000 and over				Yes	NB	64,000.00	64,000.00	64,000.00	64,000.00
Gambling Licences – Variable									
Premises Licences - New Applications / Provisional Statements									
Bingo Club				No	NB	3,100.00	3,100.00	3,300.00	3,300.00
Betting Premises (excluding Tracks)				No	NB	2,600.0	2,600.00	2,800.00	2,800.00
Tracks				No	NB	2,100.00	2,100.00	2,250.00	2,250.00
Family Entertainment Centres				No	NB	1,600.00	1,600.00	1,700.00	1,700.00
Adult Gaming Centres				No	NB	1,600.00	1,600.00	1,700.00	1,700.00

Premises Licences - Annual Fees									
Bingo Club				No	NB	850.00	850.00	900.00	900.00
Betting Premises (excluding Tracks)				No	NB	550.00	550.00	600.00	600.00
Tracks				No	NB	850.00	850.00	900.00	900.00
Family Entertainment Centres				No	NB	650.00	650.00	700.00	700.00
Adult Gaming Centres				No	NB	850.00	850.00	900.00	900.00
Premises Licences - Application to Vary									
Bingo Club				No	NB	1,000.0	1,000.0	1,100.00	1,100.00
Betting Premises (excluding Tracks)				No	NB	1,000.0 0	1,000.00	1,100.00	1,100.00
Tracks				No	NB	750.00	750.00	800.00	800.00
Family Entertainment Centres				No	NB	600.00	600.00	640.00	640.00
Adult Gaming Centres				No	NB	750.00	750.00	800.00	800.00
Premises Licences - Application for Transfer / Reinstatement									
Bingo Club				No	NB	1,000.0	1,000.0	1,100.00	1,100.00

Betting Premises (excluding Tracks)				No	NB	1,000.00	1,000.00	1,100.00	1,100.00
Tracks				No	NB	750.00	750.00	800.00	800.00
Family Entertainment Centres				No	NB	750.00	750.00	800.00	800.00
Adult Gaming Centres				No	NB	1,000.00	1,000.00	1,100.00	1,100.00
Premises Licences - Licence Application (Provisional Statement Holders)									
Bingo Club				No	NB	900.00	900.00	960.00	960.00
Betting Premises (excluding Tracks)				No	NB	900.00	900.00	960.00	960.00
Tracks				No	NB	750.00	750.00	800.00	800.00
Family Entertainment Centres				No	NB	600.00	600.00	640.00	640.00
Adult Gaming Centres				No	NB	800.00	800.00	860.00	860.00
Change of Circumstance				No	NB	30.00	30.00	32.00	32.00
Copy of Licence				No	NB	11.00	11.00	15.00	15.00
Gaming Licences – Statutory Fees									

Permits For Gaming Machines - New Application									
FEC Gaming Machine				Yes	NB	300.00	300.00	300.00	300.00
Prize Gaming				Yes	NB	300.00	300.00	300.00	300.00
Alcohol Licensed Premises - 2 or less machines				Yes	NB	50.00	50.00	50.00	50.00
Alcohol Licensed Premises - more than 2 machines				Yes	NB	150.00	150.00	150.00	150.00
Club Gaming Permit (Existing Operator)				Yes	NB	100.00	100.00	100.00	100.00
Club Gaming Machine Permit (New Operator)				Yes	NB	200.00	200.00	200.00	200.00
Club Gaming Machine Permit (Existing Operator)				Yes	NB	100.00	100.00	100.00	100.00
Club Fast track				Yes	NB	100.00	100.00	100.00	100.00
Small Society Lottery Registration - New Application				Yes	NB	40.00	40.00	40.00	40.00
Permits For Gaming Machines - Annual Fees/Renewals									

FEC Gaming Machine				Yes	NB	300.00	300.00	300.00	300.00
Prize Gaming				Yes	NB	300.00	300.00	300.00	300.00
Alcohol Licensed Premises - more than 2 machines				Yes	NB	50.00	50.00	50.00	50.00
Club Gaming Permit				Yes	NB	50.00	50.00	50.00	50.00
Club Gaming Machine Permit				Yes	NB	50.00	50.00	50.00	50.00
Club Fast track				Yes	NB	100.00	100.00	100.00	100.00
Small Society Lottery Registration - Annual Fee				No	NB	20.00	20.00	21.00	21.00
Change of Name									
Temporary Use Notice				No	NB	200.00	200.00	215.00	215.00
Copy of a Temporary Use Notice				No	NB	25.00	25.00	27.00	27.00
Occasional Use Notice (No power to charge fee)				Yes	NB	0.00	0.00	0.00	0.00
FEC Permits				Yes	NB	25.00	25.00	25.00	25.00
Prize Gaming Permits				Yes	NB	25.00	25.00	25.00	25.00

Alcohol Licensed Premises - more than 2 machines				Yes	NB	25.00	25.00	25.00	25.00
Copy of Permit									
FEC Permits				Yes	NB	15.00	15.00	15.00	15.00
Prize Gaming Permits				Yes	NB	15.00	15.00	15.00	15.00
Alcohol Licensed Premises - more than 2 machines				Yes	NB	15.00	15.00	15.00	15.00
Club Gaming Permit				Yes	NB	15.00	15.00	15.00	15.00
Club Gaming Machine Permit				Yes	NB	15.00	15.00	15.00	15.00
Variation									
Alcohol Licensed Premises - more than 2 machines				Yes	NB	100.00	100.00	100.00	100.00
Club Gaming Permit				Yes	NB	100.00	100.00	100.00	100.00
Club Gaming Machine Permit				Yes	NB	100.00	100.00	100.00	100.00
Miscellaneous Fees - Variable									
Food and Safety									
H&S Disclosures									

Statement of Relevant Facts (per hour)				No	ST	74.00	88.20	74.00	88.20
Food Hygiene Re-Inspection Request				No	ST	169.00	202.80	169.00	202.80
Food Hygiene Advice and Consultation (getting to five) 1st 2 hours then every hour			New	No	ST	198.00	237.60	198.00	237.60
Licensing Application Checking Service									
Licensing Rating of Films				No	NB	165.00	165.00	175.00	175.00
Full Application 1st 2hours then every hour				No	ST	236.00	283.20	250.00	300.00
Temporary Event Notice Per Hour 1st 2 hours then every hour				No	ST	143.00	171.60	152.00	182.00
General Admin Charge for Licensing, Food or Safety (cost recovery)				No	NB	12.00	12.00	12.00	12.00

House to House NO CHARGE						N/A	N/A	N/A	N/A
Street Collections NO CHARGE						N/A	N/A	N/A	N/A
Caravan Licensing NO CHARGE						N/A	N/A	N/A	N/A
Permit - Miscellaneous Fees									
Club Gaming Permit (New Operator)				Yes	NB	200.00	200.00	200.00	200.00
Food & Safety									

(xiv) Recycling and Trade Services

Introduction

Trade Service

Costs have been reviewed and uplifted by 6.7%.

Description of charge	Optional	Discount	VAT Ind	Current 2023/24 Charges excl. VAT (£)	Current 2023/24 Charges incl. VAT (£)	Proposed 2024/25 Charges excl. VAT (£)	Proposed 2024/25 Charges incl. VAT (£)
Pricing Schedule Trade tonnage subject to landfill tax							
SACKS Customers (Inc School, Food and Non-Food)							
Green sacks			NB	46.20	46.20	49.30	49.30
Clear Sacks (delivered) Businesses – paper, cardboard, plastic (separated)			NB	32.30	32.30	34.50	34.50
Clear Sacks (delivered) Schools – paper, cardboard, plastic (separated)			NB	00.00	00.00	00.00	00.00

CONTAINER Weekly Hire (Inc School, Food and Non-Food)							
1100L hire			NB	4.60	4.60	5.00	5.00
660L hire			NB	3.80	3.80	4.10	4.10
360L hire			NB	1.80	1.80	2.00	2.00
180l hire – food waste			NB	1.00	1.00	1.10	1.10
Non-food related business Residual / Refuse							
360l emptying			NB	8.60	8.60	9.20	9.20
660l emptying			NB	12.10	13.30	14.20	14.20
1100l emptying			NB	15.80	15.80	16.90	16.90
Food related business Residual / Refuse							
360l emptying			NB	16.10	16.10	17.20	17.20
660l emptying			NB	25.20	25.20	26.90	26.90
1100l emptying			NB	29.70	29.70	31.70	31.70
Schools Residual / Refuse							
360l emptying			NB	7.40	7.40	7.90	7.90

660l emptying			NB	10.90	10.90	11.70	11.70
1100l emptying			NB	13.30	13.30	14.20	14.20
All customers							
Recycling							
180l emptying - food waste			NB	7.70	7.70	8.30	8.30
360l emptying - glass			NB	5.80	5.80	6.20	6.20
360l emptying - tins and cans			NB	5.80	5.80	6.20	6.20
360l emptying - plastic			NB	5.80	5.80	6.20	6.20
Weekly cardboard collection			NB	642.20	642.20	685.30	685.30
Non-contract (one-off) cardboard collection			NB	50.10	50.10	53.50	53.50
Other							
Duty of Care Certificate			NB	34.90	34.90	37.30	37.30
Re-signing fee			NB	68.50	68.50	73.10	73.10
Special collections							
Bulky items 1-6			NB	66.50	66.50	71.00	71.00
Bulky items 6-12			NB	90.30	90.30	96.40	96.40
Fridges, Fridge/Freezers or Freezers			NB	34.10	34.10	36.40	36.40
TVs, Monitors, Microwaves			NB	17.00	17.00	18.20	18.20

White goods - dishwashers, cookers, washing machines, tumble driers, spin driers (maximum 5 items) price per item			NB	17.00	17.00	18.20	18.20
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Description of charge	Optional	Discount	VAT Ind	Current 2023/24 Charges excl. VAT (£)	Current 2023/24 Charges incl. VAT (£)	Proposed 2024/25 Charges excl. VAT (£)	Proposed 2024/25 Charges incl. VAT (£)
Sales of Container Bins to Managing Agents							
Sale of 240L wheeled bin	Subject to additional delivery charges		ST	NEW	NEW	42.70	51.24
Sale of 360 wheeled bin	Subject to additional delivery charges		ST	NEW	NEW	74.70	89.64
Sale of 660 container bin	Subject to additional delivery charges		ST	NEW	NEW	373.50	448.20
Sale of 1100L container bin	Subject to additional delivery charges		ST	NEW	NEW	373.50	448.20
Sale of 660L container bin with disposal	Subject to additional delivery charges		ST	NEW	NEW	400.20	480.24
Sale of 1100L container bin with disposal	Subject to additional delivery charges		ST	NEW	NEW	400.20	480.24

Equality, Diversity and Human Rights implications

Equality Impact Assessments are available to view on the Colchester Borough Council website

Fixed Penalty Notices

Introduction

Fixed Penalty Charges have been reviewed and agreed separately prior to fees and charges review.

Description of charge	Optional	Discount	VAT Ind	Current 2023/24 Charges excl. VAT (£)	Current 2023/24 Charges incl. VAT (£)	Proposed 2024/25 Charges excl. VAT (£)	Proposed 2024/25 Charges incl. VAT (£)
Fixed penalty notice							
Littering	Discount of £50 if paid within 14 days		NB	200.00	200.00	200.00	200.00
Flyposting	Maximum charge		NB			500.00	500.00
Graffiti	Maximum charge		NB			500.00	500.00
Fly Tipping	Maximum charge		NB			1000.00	1000.00

Equality, Diversity and Human Rights implications

Equality Impact Assessments are available to view on the Colchester Borough Council website

(xv) Cemetery and Crematorium

Introduction

The income generated by Bereavement Services is important and is reinvested into the other services provided by the City Council.

An in year increase effective 1st October 2023 was agreed for the main services including – Adult Cremation, Unattended Direct Cremation, Interments, Grave Purchases at an average increase of 4.3%. In addition, a new Attended Direct Cremation service was introduced to give bereaved families greater choice. The granite niches had a significant increase in the perpetuity option (50%) so that 2 lease options (25yr & 50yr) could be introduced to generate additional income in the future. The in year changes were approved by Cllr Sommers.

Due to the main Cremation fees having recently been increased it is recommended that the April 2024 increase is lower than the current rate of CPI, an average increase of 4.7% is suggested. Benchmarking shows that our proposed Adult Cremation fee (£1,065) will remain in line with most neighbouring crematoria – (current fee indicated) – Ipswich £994; Three Counties £1,079; Chelmsford £1,050; Basildon £1,144; West Suffolk £1,094. All of these are likely to be increasing their prices next year.

Benchmarking also revealed that our Burial related fees have in some cases lagged considerably behind our neighbouring Burial Authorities, and therefore despite the October 2023 in year increase a further increase above CPI is being recommended. An average grave purchase increase of 13.5% is being recommended. The £850 grave purchase fee would still be less than Weeley; Ipswich; Braintree; Chelmsford, Basildon and West Suffolk. An average interment fee increase of 7.2% is being recommended for similar reasons.

In terms of memorial fees an average Book of Remembrance increase of 7.5% is being recommended, and for all other memorials an average increase of 7% is being recommended.

Description of charge	Optional	Optional	VAT Ind	Current 2023/24 Charges excl. VAT (£)	Current 2023/24 Charges incl. VAT (£)	Proposed 2024/25 Charges excl. VAT (£)	Proposed 2024/25 Charges incl. VAT (£)
Cremations							
Adult cremation	18 years of age and over		EX	908.00	908.00	948.00	948.00
Unattended Direct cremation	18 years of age and over		EX	503.00	503.00	528.00	528.00
Attended Direct Cremation	18 years of age and over			638.00	638.00	668.00	668.00
Environmental surcharge	18 years of age and over		EX	112.00	112.00	117.00	117.00
Babies and children	Up to the eve of their 18 th birthday		EX	0.00	0.00	0.00	0.00
Body Part	Of a deceased person whose body was			118.00	118.00	128.00	128.00

	previously cremated.	EX				
Interments						
For interment in a grave, with or without the purchase of an exclusive right of burial						
Babies and children	Up to the eve of their 18 th birthday	NB	0.00	0.00	0.00	0.00
Adult	18 years and over					
- Burial at single depth	137cm	NB	810.00	810.00	880.00	880.00
- Burial at double depth	183cm	NB	960.00	960.00	1030.00	1030.00
For the interment of cremated remains in a grave	With a valid Exclusive Right of Burial	NB	251.00	251.00	265.00	265.00
Disinterment (exhumation)	Of cremated remains	NB	404.00	404.00	430.00	430.00
Disinterment (exhumation)	Of a full body burial from a grave - price on request					

Book of Remembrance

Inscription in the Book of Remembrance

2 line entry	Text only	ST	65.83	79.00	71.67	86.00
5 line entry	Text only	ST	138.33	166.00	150.00	180.00
5 line entry	+ Simple flower illustration	ST	198.33	238.00	208.33	250.00
5 line entry	+ Crest or complex illustration	ST	224.17	269.00	233.33	280.00
8 line entry	Text only	ST	224.17	269.00	243.33	292.00
8 line entry	+ Simple flower illustration	ST	279.17	335.00	301.67	362.00
8 line entry	+ Crest or complex illustration	ST	297.50	357.00	326.67	392.00

Garden of Remembrance Memorials

Standard Rose Tree with cast aluminium plaque

Initial Period	For 10 years	ST	334.17	401.00	358.33	430.00
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Renewal of memorial	For 10 years	ST	194.17	233.00	204.17	245.00
Shrub, with cast aluminium plaque						
Initial Period	For 10 years	ST	300.00	360.00	325.00	390.00
Renewal of memorial	For 10 years	ST	168.33	202.00	183.33	220.00
Additional cast aluminium plaque		ST	128.33	154.00	138.33	166.00
Other Garden Memorials						
Name tower in The Garden	For 10 years	ST	246.67	296.00	266.67	320.00
Renewal of name tower in the Garden			168.33	202.00	170.83	205.00
	For 10 years	ST				
Name tower in Jemima's Corner	For 10 years	ST	228.33	274.00	241.67	290.00
Renewal of Jemima's Corner name tower	For 10 years	ST	152.50	183.00	170.83	205.00
Tree in the Cemetery (an existing mature tree) initial period with plaque	For 10 years	ST	373.33	448.00	400.00	480.00
Renewal of tree memorial	For 10 years	ST	202.50	243.00	216.67	260.00
Inscribed stone brick:	The brick to remain throughout the		287.50	345.00	308.33	370.00

In either Wall of Remembrance	duration of the wall					
		ST				
			795.00	795.00	795.00	795.00
Granite niche	In perpetuity	EX	650.00	650.00	690.00	690.00
Granite niche	For 25 years	EX	850.00	850.00	900.00	900.00
Granite niche	For 50 years	EX				
Additional inscription/replacement tile	On granite niche	ST	176.67	212.00	200.00	240.00
Additional inscription	On columbarium	ST	176.67	212.00	200.00	240.00
Teddy Columbarium niche & plaque	In perpetuity	EX	274.00	274.00	290.00	290.00
Granite plaque on granite bench	For 10 years	ST	251.67	302.00	270.83	325.00
Renewal of plaque on granite bench	For 10 years	ST	158.33	190.00	170.83	205.00
Butterfly / Daisy wall plaque	For 10 years	ST	319.17	383.00	341.67	410.00
Butterfly / Daisy wall plaque renewal	For 10 years	ST	158.33	190.00	170.83	205.00
Memorial seat (6ft) & plaque	For a period of 10 years	ST	468.33	562.00	533.33	640.00
Memorial seat (6ft) renewal	For a further 10 years	ST	331.67	398.00	354.17	425.00

Memorial seat (4ft) & plaque	For a period of 10 years	ST	329.17	395.00	366.67	440.00
Memorial seat (4ft) renewal	For a further 10 years	ST	194.17	233.00	204.17	245.00
Additional seat plaque		ST	125.00	150.00	133.33	160.00
Arboria plaque	Text only	ST	124.17	149.00	129.17	155.00
Arboria plaque	With a monochrome motif	ST	145.00	174.00	150.00	180.00
Arboria plaque	With a coloured motif	ST	179.17	215.00	187.50	225.00
Arboria plaque	With a photo plaque	ST	225.83	271.00	237.50	285.00

Exclusive Rights of Burial

On the expiry of the initial period of grant, the period may be renewed

for a further 50 or 100 years

For the exclusive right of burial in a lawn or traditional grave	For 50 years	NB	730.00	730.00	850.00	850.00
For the exclusive right of burial in a lawn or traditional grave	For 100 years	NB	1160.00	1160.00	1300.00	1300.00

For the exclusive right of burial in the Baby Burial Garden	For 50 years	NB	223.00	223.00	240.00	240.00
For the exclusive right of burial in the Baby Burial Garden	For 100 years	NB	357.00	357.00	385.00	385.00
For the exclusive right of burial in a cremated remains grave	For 50 years	NB	362.00	362.00	410.00	410.00
For the exclusive right of burial in a cremated remains grave	For 100 years	NB	542.00	542.00	610.00	610.00
Scattering of cremated remains	On a grave space	EX	97.00	97.00	105.00	105.00
Scattering of cremated remains in Garden of Remembrance	When the cremation took place at another crematorium.	EX	91.00	91.00	98.00	98.00
Applications for the Erection of Memorials						
A flat stone or slab; or a memorial stone not exceeding 0.56m in height; or a memorial stone exceeding 0.56m in height; or a footstone, tablet or stone vase; or a kerb set (any size).	On a grave with an existing ERoB	NB	148.00	148.00	165.00	165.00

For an additional inscription	On an existing memorial with a valid EROB	NB	96.00	96.00	105.00	105.00
Miscellaneous - Crematorium						
Use of Crematorium Chapel	For an extra 30 minutes of service	EX	320.00	320.00	380.00	380.00
Use of Crematorium Chapel	For a service which badly overruns its allotted time	EX	320.00	320.00	380.00	380.00
Use of Crematorium chapel	For a burial or memorial service	EX	320.00	320.00	380.00	380.00
Register Search	Of over 8 names	ST	25.83	31.00	29.17	35.00
Obitus: Webcast of a chapel service	Live, viewed through Obitus website	Revised fee ST	42.50	51.00	45.83	55.00
Obitus: Webcast of a chapel service + access to a downloadable recording for 28 days	Live, viewed through Obitus website	ST	47.50	57.00	51.67	62.00
Obitus: Copy of webcast	DVD/BluRay/USB	ST	51.67	62.00	55.83	67.00

Obitus: Visual Tribute: single photo	Static and shown throughout service	ST	13.33	16.00	14.17	17.00
Obitus: Visual Tribute: Simple slideshow	Up to 25 photos	ST	42.50	51.00	45.83	55.00
Obitus: Professional photo tribute	Up to 25 photos set to music	ST	76.67	92.00	83.33	100.00
Obitus: Family supplied video	Checking and preparation of video	ST	20.00	24.00	21.67	26.00
Obitus: Copy of the professional photo tribute	DVD/BluRay/USB	ST	24.17	29.00	25.83	31.00
Obitus: Copy of the professional photo tribute	Downloadable from Obitus website	ST	13.33	16.00	14.17	17.00
Obitus: Additional copies	Each additional DVD, BluRay or USB	ST	24.17	29.00	25.83	31.00

Obitus: Additional photos – up to 25 extra photos	On Simple slideshow or Pro photo tribute	ST	24.17	29.00	25.83	31.00
Obitus: Bespoke extra work	Adding a video to the Pro photo tribute, revisions, or any other departures from standard services	ST	24.17	29.00	25.83	31.00
Decorative urns	Prices on application	ST				
Ash jewellery	Prices on application	ST				
Miscellaneous - Cemetery						
For registering a transfer or surrender of a Grant of Exclusive Right of Burial		ST	55.00	66.00	62.50	75.00

Equality, Diversity and Human Rights implications

An Equality and Diversity Impact Assessment identified no negative impacts for those with protected characteristics.

(xvi) Sport and Leisure

Introduction

The Council has a pricing framework in place for its Sport and Leisure activities. This has proved effective and has assisted the service in managing the challenging income targets. As the Council takes a more commercial approach to service delivery, it will require managers to behave in a more commercial manner and to be able to respond more quickly to market forces. This could mean responding to periods of lower demand by reducing prices or offering promotions, or increasing prices where demand exceeds supply and there is clear competition for services.

All charges have been reviewed and new prices proposed below taking into account a combination of the current and likely demand of each activity, competitors' pricing and entrance fees to other leisure activities and the cost of providing the activity.

Proposed changes to the Lifestyles Membership package prices are not shown below as this information is commercially sensitive.

All charges below are for Leisure Card holders where applicable. Non-Leisure Card holders pay up to £1.00 more.

Description of charge	Optional	Optional	VAT Ind	Current 2023/24 Charges excl. VAT (£)	Current 2023/24 Charges incl. VAT (£)	Proposed 2024/25 Charges excl. VAT (£)	Proposed 2024/25 Charges incl. VAT (£)
Leisure Pool							
Leisure Pool Peak (hire)		Session	NB	495.00	n/a	495.00	n/a
Leisure Pool Off Peak (hire)		Session	NB	350.00	n/a	350.00	n/a
Parent & toddler	Adult	Session	NB	8.50	n/a	9.00	n/a

Parent & toddler	Junior over 3	Session	NB	1.50	n/a	2.00	n/a
Adult Swim	Adult	Session	NB	9.80	n/a	9.80	n/a
Family Swim	Family	Session	NB	32.00	n/a	33.00	n/a
Junior Swim – 3 years to 16 years	Junior	Session	NB	8.80	n/a	8.80	n/a
Junior Swim – 12 months up to 3 years	Junior	Session	NB	4.30	n/a	4.30	n/a
Fitness Pool							
Fitness Pool Swim	Adult	Session	NB	5.30	n/a	5.50	n/a
Fitness Pool Swim	Concession	Session	NB	3.80	n/a	4.00	n/a
Fitness Pool Swim	Junior	Session	NB	3.80	n/a	4.00	n/a
Ladies Only Swim	Adult	Session	NB	5.30	n/a	5.50	n/a
Inflatable Session	Adult	Session	NB	7.00	n/a	7.00	n/a
Inflatable Session	Junior	Session	NB	7.00	n/a	7.00	n/a
Fitness Pool (hire)							
Fitness Pool (hire) (gala)		55 minutes	NB	175.00	n/a	175.00	n/a
Fitness Pool (hire) (general)		55 minutes	NB	140.00	n/a	140.00	n/a
Fitness Pool (hire) (school)		30 minutes	NB	2.25	n/a	2.25	n/a
Teaching Pool/Dive Pit (hire)	Higher	55 minutes	NB	70.00	n/a	70.00	n/a
Teaching Pool/Dive Pit (hire)	Lower	55 minutes	NB	58.33	n/a	58.33	n/a
Wetside Course							
ASA teachers level 1 Course		Course	NB	415.00	n/a	415.00	n/a
ASA teachers level 2 Course		Course	NB	680.00	n/a	680.00	n/a
One to One Lesson (30 minutes)		Session	NB	27.50	n/a	27.50	n/a
One to One Lesson (45 minutes)		Session	NB	38.00	n/a	39.50	n/a
One to One Lesson (60 minutes)		Session	NB	40.00	n/a	42.00	n/a
One to Two Lesson (30 minutes)		Session	NB	35.00	n/a	37.00	n/a
One to Two Lesson (60 minutes)		Session	NB	45.00	n/a	47.00	n/a
RLSS Pool Lifeguard Course		Course	NB	320.00	n/a	320.00	n/a
Swim School Lesson	Adult	Lesson	NB	8.50	n/a	9.00	n/a
Swim School Lesson	Advanced	Lesson	NB	9.00	n/a	9.50	n/a

Swim School Lesson	Standard	Lesson	NB	7.20	n/a	7.70	n/a
Aqua Springs							
Naturist Entrance		Session	ST	14.58	17.50	15.42	18.50
Towel Hire		Item	ST	4.17	5.00	4.17	5.00
Weekday Entrance	Adult	Session	ST	15.42	18.50	15.42	18.50
Weekday Entrance (weekday before 4pm)	Concession	Session	ST	12.08	14.50	12.08	14.50
Weekend Entrance	Adult	Session	ST	17.08	20.50	17.08	20.50
Activa Health and Fitness							
Teen Fitness Induction		Session	NB	15.00	n/a	15.00	n/a
Personal Training (30 minutes)		30 minutes	NB	22.50	n/a	25.00	n/a
Personal Training (60 minutes)		60 minutes	NB	35.00	n/a	35.00	n/a
Voucher Sales (6 sessions) (personal training) (60 min)		Block	NB	190.00	n/a	200.00	n/a
Voucher Sales (12 sessions) (personal training) (30 min)		Block	NB	230.00	n/a	270.00	n/a
Voucher Sales (12 sessions) (personal training) (60 min)		Block	NB	360.00	n/a	360.00	n/a
DD personal training (12 sessions) (3x pcw) (30min)		Block	NB	252.00	n/a	285.00	n/a
DD personal training (12 sessions) (3x pcw) (60min)		Block	NB	390.00	n/a	390.00	n/a
Activa Workout	Adult	60 minutes	NB	10.00	n/a	10.50	n/a
Activa Workout	Concession	60 minutes	NB	8.00	n/a	8.00	n/a
Activa Workout	Teen Fitness	60 minutes	NB	7.00	n/a	7.00	n/a
Group Fitness Classes							
Line Dancing		Session	NB	6.50	n/a	7.00	n/a
Line Dancing (2hr)		Session	NB	7.50	n/a	8.00	n/a
Group Fitness (45 mins)		Session	NB	7.50	n/a	8.00	n/a
Group Fitness (60 mins)		Session	NB	8.50	n/a	9.00	n/a
Group Fitness (90 mins)		Session	NB	9.50	n/a	10.00	n/a
Group Fitness (Activa) (30 mins)		Session	NB	6.50	n/a	7.00	n/a

Group Fitness (Activa) (45 mins)		Session	NB	7.50	n/a	8.00	n/a
Virtual (Spin Studio) single use solo		30 minutes	NB	4.50	n/a	4.50	n/a
Virtual (Spin Studio) single use solo		45 minutes	NB	5.50	n/a	5.50	n/a
Virtual (Spin Studio) single use solo		60 minutes	NB	6.50	n/a	6.50	n/a
LEAP							
Activa Workout	Adult	60 minutes	NB	5.00	n/a	5.00	n/a
Aerobic class		Session	NB	7.00	n/a	7.50	n/a
Fitness Pool Swim		Session	NB	5.00	n/a	5.00	n/a
LEAP Appointment (GP Referred)		Session	NB	6.25	n/a	6.25	n/a
Water Mobility	Casual	Session	NB	7.50	n/a	8.00	n/a
Miscellaneous							
Spectator Entrance Fee			ST	0.83	1.00	0.83	1.00
Dryside Admissions							
Badminton (Peak)	Adult Higher	55 minutes	NB	15.00	n/a	16.00	n/a
Badminton (Peak)	Adult Lower	55 minutes	NB	11.63	n/a	13.50	n/a
Badminton (Off-Peak) [up until 4pm Mon-Fri]	Adult Higher	55 minutes	NB	10.50	n/a	11.00	n/a
Badminton (Off-Peak) [up until 4pm Mon-Fri]	Adult Lower	55 minutes	NB	8.29	n/a	9.50	n/a
Badminton (mixed age groups pay applicable Adult fee) (Peak)	Junior	55 minutes	NB	11.00	n/a	12.00	n/a
Badminton (mixed age groups pay applicable Adult fee) (Off-Peak)	Junior Higher	55 minutes	NB	10.50	n/a	11.00	n/a
Badminton (mixed age groups pay applicable Adult fee) (Off-Peak)	Junior Lower	55 minutes	NB	8.29	n/a	9.50	n/a
Basketball		55 minutes	NB	65.00	n/a	65.00	n/a
Basketball Half Hall		55 minutes	NB	35.00	n/a	35.00	n/a
Football (5-a-side) (sports hall)	Higher	55 minutes	NB	65.00	n/a	65.00	n/a
Football (5-a-side) (sports hall)	Lower	55 minutes	NB	52.08	n/a	55.00	n/a
Squash	Adult	45 minutes	NB	11.00	n/a	11.50	n/a

Squash	Junior	45 minutes	NB	9.25	n/a	10.50	n/a
Sport for Confidence		55 minutes	NB	3.50	n/a	3.50	n/a
Table Tennis	Adult	55 minutes	NB	10.50	n/a	11.00	n/a
Table Tennis	Junior	55 minutes	NB	8.25	n/a	8.75	n/a
Dryside Facility Hire							
Meeting Room (hire) (1st hour)	Non-Sport	55 minutes	EX	35.00	n/a	35.00	n/a
Meeting Room (hire) (2nd hour)	Non-Sport	55 minutes	EX	25.00	n/a	25.00	n/a
Meeting Room (hire) (1st hour)	Sport	55 minutes	NB	35.00	n/a	35.00	n/a
Meeting Room (hire) (2nd hour)	Sport	55 minutes	NB	25.00	n/a	25.00	n/a
Sports / Charter Hall – whole hall	Higher	55 minutes	NB	80.00	n/a	82.00	n/a
Sports / Charter Hall – whole hall	Lower	55 minutes	NB	65.00	n/a	69.00	n/a
Sports / Charter Hall – half hall	Higher	55 minutes	NB	40.50	n/a	42.00	n/a
Sports / Charter Hall – half hall	Lower	55 minutes	NB	32.50	n/a	35.50	n/a
Studio 1 hire (max 35)	Higher	60 minutes	NB	50.00	n/a	52.50	n/a
Studio 1 hire (max 35)	Lower	60 minutes	NB	41.67	n/a	44.50	n/a
Studio 3 hire (max 25)		60 minutes	NB	30.50	n/a	30.50	n/a
Dryside Activities							
Birthday Party (Splash)	15 people	Session	ST	150.00	180.00	150.00	180.00
Birthday Party (Sports)	15 people	Session	ST	118.75	142.50	120.83	145.00
Birthday Party (Inflatable)	30 people	Session	ST	145.83	175.00	145.83	175.00
Holiday Camp (all sites) (Non-flex)	Extended Day 8 – 5.30	Session	NB	27.00	n/a	27.00	n/a
Holiday Camp (all sites) (Non-flex)	Standard Day 9 - 3	Session	NB	22.00	n/a	22.00	n/a
Holiday Camp (all sites) (Flex)	Extended Day 8 – 5.30	Session	NB	32.00	n/a	32.00	n/a

Holiday Camp (all sites) (Flex)	Standard Day 9 - 3	Session	NB	27.00	n/a	27.00	n/a
Highwoods Sports Centre Sports Hall							
Hire of Hall (sports and events)	Adult Higher	per hour	NB	60.50	n/a	62.50	n/a
Hire of Hall (sports and events)	Adult Lower	per hour	NB	48.75	n/a	52.75	n/a
Hire of Hall (sports and events)	Junior Higher	per hour	NB	40.00	n/a	42.00	n/a
Hire of Hall (sports and events)	Junior Lower	per hour	NB	31.67	n/a	35.67	n/a
Badminton	Adult Higher	per hour	NB	15.00	n/a	16.00	n/a
Badminton	Adult Lower	per hour	NB	11.63	n/a	13.50	n/a
Badminton	Junior Higher	per hour	NB	10.50	n/a	11.00	n/a
Badminton	Junior Lower	per hour	NB	8.29	n/a	9.50	n/a
Table Tennis	Adult	per hour	NB	10.50	n/a	11.00	n/a
Table Tennis	Junior	per hour	NB	8.25	n/a	8.75	n/a
Cricket (2 nets)	Adult Higher	per hour	NB	61.60	n/a	62.60	n/a
Cricket (2 nets)	Adult Lower	per hour	NB	51.33	n/a	52.33	n/a
Cricket (2 nets)	Junior Higher	per hour	NB	33.50	n/a	34.50	n/a
Cricket (2 nets)	Junior Lower	per hour	NB	29.72	n/a	30.72	n/a
Cricket (4 nets)	Adult Higher	per hour	NB	66.50	n/a	67.50	n/a

Cricket (4 nets)	Adult Lower	per hour	NB	55.42	n/a	56.42	n/a
Cricket (4 nets)	Junior Higher	per hour	NB	46.20	n/a	47.20	n/a
Cricket (4 nets)	Junior Lower	per hour	NB	38.50	n/a	39.50	n/a
Gymnasium							
Hire of Gymnasium (sports and events)	Adult Higher	per hour	NB	48.80	n/a	50.80	n/a
Hire of Gymnasium (sports and events)	Adult Lower	per hour	NB	39.00	n/a	43.00	n/a
Hire of Gymnasium (sports and events)	Junior Higher	per hour	NB	33.50	n/a	35.50	n/a
Hire of Gymnasium (sports and events)	Junior Lower	per hour	NB	26.25	n/a	30.25	n/a
Field Area							
5-a-side Football pitch	Adult Higher	per pitch	NB	23.00	n/a	23.00	n/a
5-a-side Football pitch	Adult Lower	per pitch	NB	19.17	n/a	19.17	n/a
5-a-side Football pitch	Junior Higher	per pitch	NB	16.20	n/a	16.20	n/a
5-a-side Football pitch	Junior Lower	per pitch	NB	13.50	n/a	13.50	n/a
7-a-side Football pitch	Junior Higher	per match	NB	27.50	n/a	27.50	n/a
7-a-side Football pitch	Junior Lower	per match	NB	22.92	n/a	22.92	n/a
9-a-side Football pitch	Junior Higher	per match	NB	34.20	n/a	34.20	n/a
9-a-side Football pitch	Junior Lower	per match	NB	28.50	n/a	28.50	n/a

Football Training grid	Junior Higher	per hour	NB	11.00	n/a	12.00	n/a
Football Training grid	Junior Lower	per hour	NB	9.17	n/a	10.17	n/a
Full size pitch	Adult Higher	per match	NB	73.00	n/a	73.00	n/a
Full size pitch	Adult Lower	per match	NB	60.83	n/a	60.83	n/a
Full size pitch	Junior Higher	per match	NB	42.50	n/a	42.50	n/a
Full size pitch	Junior Lower	per match	NB	35.42	n/a	35.42	n/a
Floodlit Area							
Football (weekday)	Adult Higher	per hour	NB	23.50	n/a	24.50	n/a
Football (weekday)	Adult Lower	per hour	NB	18.33	n/a	20.83	n/a
Football (weekday)	Junior Higher	per hour	NB	20.50	n/a	21.50	n/a
Football (weekday)	Junior Lower	per hour	NB	15.83	n/a	18.33	n/a
Football (weekend)	Adult Higher	per hour	NB	21.50	n/a	22.50	n/a
Football (weekend)	Adult Lower	per hour	NB	16.67	n/a	19.17	n/a
Football (weekend)	Junior Higher	per hour	NB	18.00	n/a	19.00	n/a
Football (weekend)	Junior Lower	per hour	NB	13.50	n/a	16.00	n/a
Netball (weekday)	Adult Higher	per hour	NB	22.25	n/a	23.25	n/a
Netball (weekday)	Adult Lower	per hour	NB	17.29	n/a	19.79	n/a

Netball (weekday)	Junior Higher	per hour	NB	16.50	n/a	17.50	n/a
Netball (weekday)	Junior Lower	per hour	NB	12.50	n/a	15.00	n/a
Netball (weekend)	Adult Higher	per hour	NB	19.25	n/a	20.25	n/a
Netball (weekend)	Adult Lower	per hour	NB	14.79	n/a	17.29	n/a
Netball (weekend)	Junior Higher	per hour	NB	14.00	n/a	15.00	n/a
Netball (weekend)	Junior Lower	per hour	NB	10.42	n/a	12.92	n/a
Tennis court	Adult	per hour	NB	11.50	n/a	12.00	n/a
Tennis court	Junior	per hour	NB	9.50	n/a	10.00	n/a
Miscellaneous							
Hire of Equipment			ST	2.92	3.50	3.33	4.00
Deposit for Equipment			ST	3.33	4.00	3.33	4.00
Seminar Room							
Hire of Room	Non-sport	per hour	EX	21.50	n/a	22.50	n/a
Hire of Room	Sport	per hour	NB	21.50	n/a	22.50	n/a
Fitness Centre							
Fitness Centre Workout	Adult	per hour	NB	7.15	n/a	7.65	n/a
Sessions							
Classes	Adult	per person	NB	7.35	n/a	7.85	n/a
Birthday Parties							
Jungle Tots/Fun		per party	ST	147.92	177.50	150.00	180.00
Sports		per party	ST	118.75	142.50	120.83	145.00
Tiptree Sports Centre Sports Hall							
Hire of Hall (sports and events)	Adult Higher	Hour	NB	60.50	n/a	62.50	n/a
Hire of Hall (sports and events)	Adult Lower	Hour	NB	48.75	n/a	52.75	n/a

Hire of Hall (sports and events)	Junior Higher	Hour	NB	40.00	n/a	42.00	n/a
Hire of Hall (sports and events)	Junior Lower	Hour	NB	31.67	n/a	35.67	n/a
Badminton	Adult Higher	per hour	NB	15.00	n/a	16.00	n/a
Badminton	Adult Lower	per hour	NB	11.63	n/a	13.50	n/a
Badminton	Junior Higher	per hour	NB	10.50	n/a	11.00	n/a
Badminton	Junior Lower	per hour	NB	8.29	n/a	9.50	n/a
Gymnasium							
Hire of Gymnasium (sports and events)	Adult Higher	Hour	NB	41.00	n/a	43.00	n/a
Hire of Gymnasium (sports and events)	Adult Lower	Hour	NB	32.50	n/a	36.50	n/a
Hire of Gymnasium (sports and events)	Junior Higher	Hour	NB	33.70	n/a	35.70	n/a
Hire of Gymnasium (sports and events)	Junior Lower	Hour	NB	26.42	n/a	30.42	n/a
Table Tennis	Adult	Hour	NB	10.50	n/a	11.00	n/a
Table Tennis	Junior	Hour	NB	8.25	n/a	8.75	n/a
Squash Courts							
Squash	Club	45 mins	NB	10.75	n/a	11.25	n/a
Squash	Junior	45 mins	NB	8.50	n/a	9.00	n/a
Dance Studio / Community Hall							
Hire/Dancing/Martial Arts/Aerobics	Adult Higher	Hour	NB	22.00	n/a	23.00	n/a
Hire/Dancing/Martial Arts/Aerobics	Adult Lower	Hour	NB	17.50	n/a	19.50	n/a
Hire/Dancing/Martial Arts	Junior Higher	Hour	NB	19.00	n/a	20.00	n/a

Hire/Dancing/Martial Arts	Junior Lower	Hour	NB	15.00	n/a	17.00	n/a
Fitness Centre							
Fitness Centre Workout	Adult	Hour	NB	8.50	n/a	8.00	n/a
Fitness Centre Workout	Junior	Hour	NB	4.90	n/a	4.90	n/a
Spike Bike Hire	Adult	Hour	NB	4.35	n/a	5.35	n/a
Group Fitness (30 mins)		30 mins	NB	6.35	n/a	6.85	n/a
Group Fitness (45 mins)		45 mins	NB	6.85	n/a	7.35	n/a
Group Fitness (60 mins)		60 mins	NB	7.35	n/a	7.85	n/a
Line Dancing (60 mins)		60 mins	NB	6.50	n/a	7.00	n/a
Line Dancing (120 mins)		120 mins	NB	7.50	n/a	8.00	n/a
Multi-Use Games Area							
Netball/Football/Basketball – per court/pitch - weekday	Adult Higher	Hour	NB	19.50	n/a	20.50	n/a
Netball/Football/Basketball – per court/pitch - weekday	Adult Lower	Hour	NB	15.42	n/a	17.42	n/a
Netball/Football/Basketball – per court/pitch - weekday	Junior Higher	Hour	NB	14.30	n/a	15.30	n/a
Netball/Football/Basketball – per court/pitch - weekday	Junior Lower	Hour	NB	11.08	n/a	13.08	n/a
Netball/Football/Basketball – per court/pitch - weekend	Adult Higher	Hour	NB	17.20	n/a	18.20	n/a
Netball/Football/Basketball – per court/pitch - weekend	Adult Higher	Hour	NB	13.50	n/a	15.50	n/a
Netball/Football/Basketball – per court/pitch - weekend	Junior Lower	Hour	NB	12.10	n/a	13.10	n/a
Netball/Football/Basketball – per court/pitch - weekend	Junior Higher	Hour	NB	9.25	n/a	11.25	n/a
Tennis - per court	Adult	Court	NB	10.95	n/a	11.45	n/a
Tennis - per court	Junior	Court	NB	8.95	n/a	9.45	n/a
Artificial Turf Pitch Management bookings							
Whole Area (11-a-side matches only) weekday	Adult Higher	Match	NB	90.00	n/a	90.00	n/a

Whole Area (11-a-side matches only) weekday	Adult Lower	Match	NB	75.00	n/a	75.00	n/a
Whole Area (11-a-side matches only) weekday	Junior Higher	Match	NB	68.00	n/a	68.00	n/a
Whole Area (11-a-side matches only) weekday	Junior Lower	Match	NB	56.67	n/a	56.67	n/a
Whole Area (11-a-side matches only) weekend	Adult Higher	Match	NB	76.50	n/a	76.50	n/a
Whole Area (11-a-side matches only) weekend	Adult Lower	Match	NB	63.75	n/a	63.75	n/a
Whole Area (11-a-side matches only) weekend	Junior Higher	Match	NB	57.50	n/a	57.50	n/a
Whole Area (11-a-side matches only) weekend	Junior Lower	Match	NB	47.92	n/a	47.92	n/a
Whole Area (4 x 5-a-side pitches) wd	Adult Higher	Hour	NB	130.00	n/a	130.00	n/a
Whole Area (4 x 5-a-side pitches) wd	Adult Lower	Hour	NB	108.33	n/a	108.33	n/a
Whole Area (4 x 5-a-side pitches) wd	Junior Higher	Hour	NB	85.00	n/a	85.00	n/a
Whole Area (4 x 5-a-side pitches) wd	Junior Lower	Hour	NB	70.83	n/a	70.83	n/a
Whole Area (4 x 5-a-side pitches) we	Adult Higher	Hour	NB	120.00	n/a	120.00	n/a
Whole Area (4 x 5-a-side pitches) we	Adult Lower	Hour	NB	100.00	n/a	100.00	n/a
Whole Area (4 x 5-a-side pitches) we	Junior Higher	Hour	NB	78.00	n/a	78.00	n/a
Whole Area (4 x 5-a-side pitches) we	Junior Lower	Hour	NB	65.00	n/a	65.00	n/a
5-a-side - per pitch - weekday	Adult Higher	Hour	NB	42.00	n/a	42.00	n/a

5-a-side - per pitch - weekday	Adult Lower	Hour	NB	35.00	n/a	35.00	n/a
5-a-side - per pitch - weekday	Junior Higher	Hour	NB	28.00	n/a	28.00	n/a
5-a-side - per pitch - weekday	Junior Lower	Hour	NB	23.33	n/a	23.33	n/a
5-a-side - per pitch - weekend	Adult Higher	Hour	NB	37.00	n/a	37.00	n/a
5-a-side - per pitch - weekend	Adult Lower	Hour	NB	30.83	n/a	30.83	n/a
5-a-side - per pitch - weekend	Junior Higher	Hour	NB	25.50	n/a	25.50	n/a
5-a-side - per pitch - weekend	Junior Lower	Hour	NB	21.25	n/a	21.25	n/a
half area (2 x 5-a-side pitches) - wd	Adult Higher	Hour	NB	70.00	n/a	70.00	n/a
half area (2 x 5-a-side pitches) - wd	Adult Lower	Hour	NB	58.33	n/a	58.33	n/a
half area (2 x 5-a-side pitches) - wd	Junior Higher	Hour	NB	47.00	n/a	47.00	n/a
half area (2 x 5-a-side pitches) - wd	Junior Lower	Hour	NB	39.17	n/a	39.17	n/a
half area (2 x 5-a-side pitches) - we	Adult Higher	Hour	NB	64.00	n/a	64.00	n/a
half area (2 x 5-a-side pitches) - we	Adult Lower	Hour	NB	53.33	n/a	53.33	n/a
half area (2 x 5-a-side pitches) - we	Junior Higher	Hour	NB	42.00	n/a	42.00	n/a
half area (2 x 5-a-side pitches) - we	Junior Lower	Hour	NB	35.00	n/a	35.00	n/a
Pay and Play	Per Adult	Match	NB	4.00	n/a	4.00	n/a
Grass Pitches							

Football pitch – 9 a side	Junior Higher	Match	NB	32.50	n/a	32.50	n/a
Football pitch – 9 a side	Junior Lower	Match	NB	27.08	n/a	27.08	n/a
Football pitch - full size	Adult Higher	Match	NB	73.00	n/a	73.00	n/a
Football pitch - full size	Adult Lower	Match	NB	60.83	n/a	60.83	n/a
Football pitch - full size	Junior Higher	Match	NB	42.50	n/a	42.50	n/a
Football pitch - full size	Junior Lower	Match	NB	35.42	n/a	35.42	n/a
training area (not marked)	Adult Higher	Hour	NB	15.50	n/a	16.50	n/a
training area (not marked)	Adult Lower	Hour	NB	12.92	n/a	13.92	n/a
training area (not marked)	Junior Higher	Hour	NB	10.20	n/a	11.20	n/a
training area (not marked)	Junior Lower	Hour	NB	8.50	n/a	9.50	n/a
7 a side Match	Adult Higher		NB	27.50	n/a	27.50	n/a
7 a side Match	Adult Lower		NB	22.92	n/a	22.92	n/a
Sessions							
Adult Climbing	Adult	Session	NB	11.00	n/a	12.00	n/a
Circuit	Adult	Session	NB	6.00	n/a	6.50	n/a
Tiptree Teens	Junior	Session	NB	5.50	n/a	6.00	n/a
Active & Multi Sports	Adult	Session	NB	6.00	n/a	6.50	n/a
Pay and Play Squash	Adult	Session	NB	5.00	n/a	5.00	n/a
Tots Session	Junior	Session	NB	4.50	n/a	5.50	n/a

Unsupervised Climbing 60 Min	Pre-trained Adult	Session	NB	9.75	n/a	10.75	n/a
Unsupervised Climbing 60 Min	Pre-trained Junior	Session	NB	7.75	n/a	8.75	n/a
Birthday Parties & Holiday Activities							
Tots		2 Hours	ST	125.00	150.00	125.00	150.00
Fun Zone		2 Hours	ST	125.00	150.00	125.00	150.00
Sports Party		2 Hours	ST	118.75	142.50	120.83	145.00
Climbing		2 Hours	ST	104.17	125.00	104.17	125.00
Holiday Camp (all sites) (Non-flex)	Extended Day 8- 5	Session	NB	25.00	n/a	25.00	n/a
Holiday Camp (all sites) (Non-flex)	Standard Day 9 - 3	Session	NB	20.00	n/a	20.00	n/a
Holiday Camp (all sites) (Flex)	Extended Day 8 - 5	Session	NB	32.00	n/a	32.00	n/a
Holiday Camp (all sites) (Flex)	Standard Day 9 - 3	Session	NB	27.00	n/a	27.00	n/a
Sports Courses							
Trampolining	session		NB	7.65	n/a	8.65	n/a
Climbing	session		NB	10.00	n/a	11.00	n/a
Seminar Room							
Hire of Seminar Room	Non-sport	per hour	ST	18.33	22.00	19.17	23.00
Hire of Seminar Room	Sport	per hour	NB	22.00	n/a	23.00	n/a
Miscellaneous							
Hire of Equipment	Standard		ST	2.92	3.50	3.25	3.90
Deposit for Equipment	Standard		ST	3.33	4.00	3.33	4.00
Showers			ST	7.08	8.50	7.08	8.50
Tennis Centre							

Tennis - per court	Adult	Court	NB	10.45	n/a	12.00	n/a
Tennis - per court	Junior	Court	NB	8.45	n/a	10.00	n/a
Activa Workout							
Activa Workout	Adult	60 minutes	NB	10.50	n/a	11.00	n/a
Activa Workout	Concession	60 minutes	NB	8.00	n/a	8.00	n/a
Activa Workout	Teen Fitness	60 minutes	NB	7.00	n/a	7.00	n/a
Group Fitness Classes							
Group Fitness (30 mins)		30 mins	NB	6.50	n/a	7.00	n/a
Group Fitness (45 mins)		45 mins	NB	7.50	n/a	8.00	n/a
Group Fitness (60 mins)		60 mins	NB	8.50	n/a	9.00	n/a
Group Fitness (90 mins)		90 mins	NB	9.50	n/a	10.00	n/a
Virtual (Velo Studio) single use solo		30 mins	NB	4.50	n/a	4.50	n/a
Virtual (Velo Studio) single use solo		60 mins	NB	5.50	n/a	5.50	n/a
Virtual (Velo Studio) single use solo		90 mins	NB	6.50	n/a	6.50	n/a
Fitness Studio – General hire		Per hour	NB	30.50	n/a	30.50	n/a
Virtual (Velo Studio) Skill bike lounge	Group/Club	Per hour	NB	95.50	n/a	95.50	n/a
Virtual (Velo Studio) Watt bikes	Group/Club	Per hour	NB	40.50	n/a	40.50	n/a
Miscellaneous							
Hire of Equipment (excl Bikes and Bike accessories)	Standard		ST	2.92	3.50	3.33	4.00
Deposit for Equipment	Standard		ST	3.33	4.00	3.33	4.00
Showers			ST	7.08	8.50	7.50	9.00
Sports Hall – peak Mon – Fri from 4pm and Sunday from 12 noon							
Badminton (Peak)	Adult Higher	55 minutes	NB	15.00	n/a	16.00	n/a
Badminton (Peak)	Adult Lower	55 minutes	NB	11.63	n/a	13.50	n/a
Badminton (Off-Peak) [up until 4pm Mon-Fri]	Adult Higher	55 minutes	NB	10.50	n/a	11.00	n/a
Badminton (Off-Peak) [up until 4pm Mon-Fri]	Adult Lower	55 minutes	NB	8.29	n/a	9.50	n/a

Badminton (mixed age groups pay applicable Adult fee) (Peak)	Junior	55 minutes	NB	11.00	n/a	12.00	n/a
Badminton (mixed age groups pay applicable Adult fee) (Off-Peak)	Junior Higher	55 minutes	NB	10.50	n/a	11.00	n/a
Badminton (mixed age groups pay applicable Adult fee) (Off-Peak)	Junior Lower	55 minutes	NB	8.29	n/a	9.50	n/a
Table Tennis	Adult	55 minutes	NB	10.50	n/a	11.00	n/a
Table Tennis	Junior	55 minutes	NB	8.25	n/a	8.75	n/a
Cricket (4 nets)	Peak	Per hour	NB	65.00	n/a	69.00	n/a
Cricket (4 nets)	Off peak	Per hour	NB	55.00	n/a	59.00	n/a
Sports Hall Hire – Whole Hall	Peak Higher	Per hour	NB	82.00	n/a	82.00	n/a
Sports Hall Hire – Whole Hall	Peak Lower	Per hour	NB	65.00	n/a	69.00	n/a
Sports Hall Hire – Whole Hall	Off peak Higher	Per hour	NB	72.00	n/a	72.00	n/a
Sports Hall Hire – Whole Hall	Off peak Lower	Per hour	NB	55.00	n/a	59.00	n/a
Dryside Facility Hire							
Meeting Room (single) (1st hour)	Non-Sport	55 minutes	ST	20.83	25.00	25.00	30.00
Meeting Room (single) (2nd hour)	Non-Sport	55 minutes	ST	16.67	20.00	20.83	25.00
Meeting Room (double) (1st hour)	Non-Sport	55 minutes	ST	29.17	35.00	33.33	40.00
Meeting Room (double) (2nd hour)	Non-Sport	55 minutes	ST	25.00	30.00	29.17	35.00
Meeting Room (single) (1st hour)	Sport/Club	55 minutes	NB	25.00	n/a	30.00	n/a
Meeting Room (single) (2nd hour)	Sport/Club	55 minutes	NB	20.00	n/a	25.00	n/a
Meeting Room (double) (1st hour)	Sport/Club	55 minutes	NB	35.00	n/a	40.00	n/a
Meeting Room (double) (2nd hour)	Sport/Club	55 minutes	NB	30.00	n/a	35.00	n/a
Meeting Room (single) (1st hour)	Commercial	55 minutes	ST	33.33	40.00	33.33	40.00
Meeting Room (single) (2nd hour)	Commercial	55 minutes	ST	25.00	30.00	25.00	30.00

Meeting Room (double) (1st hour)	Commercial	55 minutes	ST	37.50	45.00	41.67	50.00
Meeting Room (double) (2nd hour)	Commercial	55 minutes	ST	29.17	35.00	33.33	40.00
Grass Pitches							
Rugby Pitch	Adult Higher	Per match	NB	79.00	n/a	79.00	n/a
Rugby Pitch	Adult Lower	Per match	NB	65.83	n/a	65.83	n/a
Rugby Pitch	Junior Higher	Per match	NB	50.00	n/a	50.00	n/a
Rugby Pitch	Junior Lower	Per match	NB	41.67	n/a	41.67	n/a
Rugby Pitch	League Higher	Per match	NB	100.00	n/a	100.00	n/a
Rugby Pitch	League Lower	Per match	NB	83.33	n/a	83.33	n/a
Football Pitch (11-a-side)	Adult Higher	Per match	NB	79.00	n/a	79.00	n/a
Football Pitch (11-a-side)	Adult Lower	Per match	NB	65.83	n/a	65.83	n/a
Football Pitch (9-a-side)	Adult	Per match	NB	57.20	n/a	57.20	n/a
Football Pitch (11-a-side)	Junior Higher	Per match	NB	50.00	n/a	50.00	n/a
Football Pitch (11-a-side)	Junior Lower	Per match	NB	41.67	n/a	41.67	n/a
Football Pitch (9-a-side)	Junior Higher	Per match	NB	36.20	n/a	36.20	n/a
Football Pitch (9-a-side)	Junior Lower	Per match	NB	30.17	n/a	30.17	n/a
Football Training Grid (not on a pitch) Peak	Junior Higher	Per hour	NB	15.50	n/a	16.50	n/a
Football Training Grid (not on a pitch) Peak	Junior Lower	Per hour	NB	12.92	n/a	13.92	n/a

Football Training Grid (not on a pitch) Off Peak	Junior Higher	Per hour	NB	10.20	n/a	11.20	n/a
Football Training Grid (not on a pitch) Off Peak	Junior Lower	Per hour	NB	8.50	n/a	9.50	n/a
Sports Day Base Charge	9am – 3.30pm	Session	NB	120.00	n/a	120.00	n/a
All Weather Pitches							
Full Pitch Mon-Fri 5pm – 10pm	Peak Higher	Per hour	NB	85.00	n/a	85.00	n/a
Full Pitch Mon-Fri 5pm – 10pm	Peak Lower	Per hour	NB	70.83	n/a	70.83	n/a
Full Pitch Mon-Fri 9am – 5pm	Off Peak Higher	Per hour	NB	50.00	n/a	50.00	n/a
Full Pitch Mon-Fri 9am – 5pm	Off Peak Lower	Per hour	NB	41.67	n/a	41.67	n/a
Full Pitch Sat-Sun 9am – 5pm	Peak Higher	Per hour	NB	65.00	n/a	65.00	n/a
Full Pitch Sat-Sun 9am – 5pm	Peak Lower	Per hour	NB	54.17	n/a	54.17	n/a
Full Pitch Sat-Sun 5pm – 10pm	Off Peak Higher	Per hour	NB	50.00	n/a	50.00	n/a
Full Pitch Sat-Sun 5pm – 10pm	Off Peak Lower	Per hour	NB	41.67	n/a	41.67	n/a
Half Pitch Mon-Fri 5pm – 10pm	Peak Higher	Per hour	NB	60.00	n/a	60.00	n/a
Half Pitch Mon-Fri 5pm – 10pm	Peak Lower	Per hour	NB	50.00	n/a	50.00	n/a
Half Pitch Mon-Fri 9am – 5pm	Off Peak Higher	Per hour	NB	35.00	n/a	35.00	n/a
Half Pitch Mon-Fri 9am – 5pm	Off Peak Lower	Per hour	NB	29.17	n/a	29.17	n/a
Half Pitch Sat-Sun 9am – 5pm	Peak Higher	Per hour	NB	45.00	n/a	45.00	n/a

Half Pitch Sat-Sun 9am – 5pm	Peak Lower	Per hour	NB	37.50	n/a	37.50	n/a
Half Pitch Sat-Sun 5pm – 10pm	Off Peak Higher	Per hour	NB	35.00	n/a	35.00	n/a
Half Pitch Sat-Sun 5pm – 10pm	Off Peak Lower	Per hour	NB	29.17	n/a	29.17	n/a
Quarter Pitch Mon-Fri 5pm – 10pm	Peak Higher	Per hour	NB	42.00	n/a	42.00	n/a
Quarter Pitch Mon-Fri 5pm – 10pm	Peak Lower	Per hour	NB	35.00	n/a	35.00	n/a
Quarter Pitch Mon-Fri 9am – 5pm	Off Peak Higher	Per hour	NB	30.00	n/a	30.00	n/a
Quarter Pitch Mon-Fri 9am – 5pm	Off Peak Lower	Per hour	NB	25.00	n/a	25.00	n/a
Quarter Pitch Sat-Sun 9am – 5pm	Peak Higher	Per hour	NB	37.00	n/a	37.00	n/a
Quarter Pitch Sat-Sun 9am – 5pm	Peak Lower	Per hour	NB	30.83	n/a	30.83	n/a
Quarter Pitch Sat-Sun 5pm – 10pm	Off Peak Higher	Per hour	NB	30.00	n/a	30.00	n/a
Quarter Pitch Sat-Sun 5pm – 10pm	Off Peak Lower	Per hour	NB	25.00	n/a	25.00	n/a
Rugby Pitch	Schools	Per match	NB	33.33	n/a	33.33	n/a
3G Pay and Play	Flat rate fee	Per hour	NB	5.00	n/a	5.00	n/a
Cycling Track							
Helmet Hire	All	Per hour	ST	2.92	3.50	3.75	4.50
Bike Hire	Adult	Per hour	ST	7.50	9.00	8.33	10.00
Bike Hire	Junior	Per hour	ST	4.58	5.50	5.42	6.50
Balance Bike Hire	Junior U5	Per hour	ST	3.33	4.00	3.75	4.50
Bike Hire – 2 x Ad, 2 x Jnr incl. helmets and track session	Family – max 2 adult	Session	NB	42.50	n/a	42.50	n/a

Cycle Track	Adult	Session	NB	6.60	n/a	7.00	n/a
Cycle Track	Junior	Session	NB	5.60	n/a	6.00	n/a
Cycle Track & Bike/Equip hire – Teacher Lead	Schools	1 hour min 10 pupils	NB	53.00	n/a	55.00	n/a
Cycle Track & Bike/Equip hire – Teacher Lead	Schools per pupil	Each addnl pupil (max16)	NB	5.50	n/a	6.00	n/a
Cycle Track & Bike/Equip hire – Coach Lead	Schools	1 hour (max 16 pupils)	NB	73.00	n/a	75.00	n/a
Cycle Track & Bike/Equip hire – Coach Lead	Club/ Group	1 hour (min 10 pupils)	NB	63.00	n/a	65.00	n/a
Cycle Track & Bike/Equip hire – Coach Lead	Club/ Group	Each addnl pupil	NB	7.50	n/a	8.00	n/a
Cycle Track – All sections (1600m)	Club /Group Higher	Per hour	NB	94.00	n/a	94.00	n/a
Cycle Track – All sections (1600m)	Club/ Group Lower	Per hour	NB	78.33	n/a	78.33	n/a
Cycle Track – Section 1 (1000m)	Club /Group Higher	Per hour	NB	76.00	n/a	76.00	n/a
Cycle Track – Section 1 (1000m)	Club/ Group Lower	Per hour	NB	63.33	n/a	63.33	n/a
Cycle Track – Section 2 (500m)	Club /Group Higher	Per hour	NB	56.00	n/a	56.00	n/a
Cycle Track – Section 2 (500m)	Club/ Group Lower	Per hour	NB	46.67	n/a	46.67	n/a

Tuition – 1to1	All	Per hour	NB	31.00	n/a	32.00	n/a
LTR (incl. bikes/helmets) – coach lead	School	1 hour (max 16 pupils)	NB	51.00	n/a	53.00	n/a
LTR (incl. bikes/helmets) – coach lead	Club /Group	1 hour (min 10 pupils)	NB	41.00	n/a	43.00	n/a
LTR (incl. bikes/helmets) – coach lead	Club /Group	Each addnl pupil (max16)	NB	7.50	n/a	8.00	n/a
LTR – (excl. bikes/helmets) - coach lead	Club/ Group	1 hour (min 10 pupils)	NB	31.00	n/a	33.00	n/a
LTR – (excl. bikes/helmets) - coach lead	Club /Group	Each addnl pupil (max16)	NB	7.50	n/a	8.00	n/a
Event Track hire – full track (min 5 hour event)	Adult/Jnr	Per hour	NB	87.00	n/a	87.00	n/a
Ladies only sessions	Adult/Jnr	Per hour	NB	8.95	n/a	10.00	n/a
Balance Bike sessions	Junior	Per 45 mins	NB	3.50	n/a	4.50	n/a
Ready, Set, Ride session	Adult/Jnr	Per hour	NB	8.95	n/a	10.00	n/a
Pump Track							
Taster Session – Learn to Ride & Pump Track	Adult	60 mins	NB	17.50	n/a	20.00	n/a
Taster Session – Learn to Ride & Pump Track	Junior	60 mins	NB	12.50	n/a	15.00	n/a
Pump Track - General	Adult	Per hour	NB	6.40	n/a	6.80	n/a
Pump Track – General Parental Supervision	Junior	Per hour	NB	5.40	n/a	5.80	n/a
Pump Track – Schools (incl. cycle equipment)	Min. 10 pupils	Per hour	NB	36.00	n/a	38.00	n/a

Pump Track – Schools (incl. cycle equipment)	Additional pupil max. 12	Per hour	NB	5.50	n/a	6.00	n/a
Pump Track – Club	Club	Per hour	NB	40.00	n/a	40.00	n/a
Pump Track – Events (min. 4 hours)	Event	Per hour	NB	25.00	n/a	25.00	n/a
Birthday Parties							
Birthday Party (Pump track) (multi-sports) (football) (U5s soft play)	Junior	Session	ST	118.75	142.50	145.00	120.83
Birthday Party (football darts)	Junior	Session	ST	133.33	160.00	160.00	160.00
Activities							
Tots session	Junior	Session	NB	4.50	n/a	5.50	n/a
Corporate Teams Sport Package (meeting room, sports activities & provisions)	Adult	Session (max 5 hours)	NB	250.00	n/a	250.00	n/a

Equality, Diversity and Human Rights implications

Sport & Leisure Pricing Framework Equality Impact Assessment is available to view on the Colchester City Council website.

Motion from Full Council meeting of 7 December 2023

The motion below was agreed at the Full Council meeting on 7 December 2023. As paragraph 3 of the resolution of the motion informs Cabinet of the view of Full Council it is referred to Cabinet for further consideration.

Accuracy in Financial Reporting

Proposer: Paul Dundas

This Council notes that:

1. *Colchester City Council recently published on its website a list of payments to suppliers over the last 12 months, this being a statutory duty pursuant to the Local Government Transparency Code 2015, revealing to Colchester Council Tax Payers where their money was being spent.*

2. *All payments were correctly made, but a publication error meant that a number of payments were incorrectly attributed to the wrong recipients including £2,200,809 on stationery, over £2.1m on election software, £880,000 on playground inspections, over £5m on newspaper advertising, over £1m on an individual no one can identify, £350,000 on printing, £847,000 on telephone bills, just under £5m with a Christian Empowerment Charity, £8,646 on Oysters, £130,000 on mobile phones and £1,097,146 on Ice Creams. This has led to misunderstanding and complaint, regretted by the Council.*

3. *Consequently the published figures were removed from the website and the Leader of the Council issued an apology to Councillors.*

Therefore, the Council:

1. *Thanks the Leader of the Council for prompt acknowledgement of the error and the email notification of the data failures issued on October 31.*

2. *Thanks and notes the work of Conservative opposition councillors who brought these errors to the attention of the Council.*

3. *Informs Cabinet that the operational finance team may be under considerable time pressure and a review of its workload would be appropriate.*

4. *Notes the Council has apologised for this rare publication error and has taken steps to ensure it will not be repeated*

Report of	Associate Director of Alliance Integrated Strategic Partnerships	Author Rory Doyle
Title	Purchase of Five Fields Court, St Edmunds House and two adjoining areas of land in Greenstead – Part A	
Wards affected	Greenstead Ward	

1. Executive Summary

- 1.1 This report seeks approval for the purchase of Five Fields Court, St Edmunds House and the two adjoining land areas from the current landowners, Notting Hill Gensis (NHG). The land is situated in Greenstead, Colchester. Further detail on the land can be viewed as per the Heads of Terms appended to the report on part B of the agenda
- 1.2 In March 2021 Colchester was awarded an £18.2m ‘Town Deal’ from the Department of Levelling Up, Housing and Communities (DLUHC), subject to approval of business cases. The largest component of our Town Deal is a £6.7m allocation to the “Heart of Greenstead” scheme.
- 1.3 The Heart of Greenstead project aims to transform the built environment at the centre of the community including new and refurbished homes, retail, public open spaces and an integrated community and health facility (incorporating the relocation of an existing GP surgery, library, and housing office) all aligned to active/safe design and liveable neighbourhood principles. Alongside and interwoven with these physical assets is a programme of community capacity building, free bicycle provision, new digital infrastructure, digital skills development, employment and training opportunities.
- 1.4 In August 2021, the Local Government Association launched its ‘Estate Regeneration Fund’ (ERF) offering a one-off total £10m in the 2021/22 financial year to assist a handful of housing-led estate regeneration schemes. This funding was intended to assist the unblocking of existing schemes with strong backing and support but requiring further capital investment in order to proceed.
- 1.5 Colchester was successful in its ERF bid for £2.3m and this will significantly boost the Greenstead project. The confidential section of this report covers how the Estate Regeneration Fund award will be utilised in developing and delivering the project; this information being redacted in the public report in the interests of commercial confidentiality.
- 1.6 The purchase of these properties will facilitate the regeneration of Greenstead in line with the phase two objectives of the Heart of Greenstead scheme to improve the historic poor urban design of the built environment and tackle long standing issues, notably a shortage of affordable homes, fear of crime and antisocial behaviour of which the physical environment is a key contributor.
- 1.7 Before the Heart of Greenstead scheme phase two can proceed it is important to ensure that landholdings at the development site are under one ownership. CCC currently owns around 2/3 of the site. The purpose of the successful application for capital grant through

the ERF was to purchase the remaining landholdings from NHG who operate the two sheltered accommodation schemes at the site.

- 1.8 NHG have in principle (subject to their board approval) approved the proposed asset transfers and are collaborating with the council regarding TUPE of staff, transfer of appropriate maintenance contracts and resident engagement.

2. Recommended Decision

- 2.1 To approve the purchase of Five Fields Court, St Edmunds House and two adjoining areas of land outlined in the Appendix from NHG as per the Heads of Terms appended to this report.
- 2.2 To delegate authority to the Associate Director of Alliance Integrated Strategic Partnerships in consultation with the Portfolio Holder for Resources Cllr Mark Cory to negotiate terms, conclude the legal documents or any relevant consequential matters to complete the acquisitions.
- 2.3 To approve funding for the purchase as follows - £2.3m funding award from Estate Regeneration Fund, in line with the funding terms plus additional funding from the Council's General Fund which under the proposals within this report will see the assets appropriated to the Housing Revenue Account (HRA).

3. Reason for Recommended Decision

- 3.1 The purchase of these properties and land will facilitate the regeneration of Greenstead in line with the Heart of Greenstead scheme phase two objectives. Phase two will see the development of new affordable homes, new retail, and wider public realm improvement across the site.
- 3.2 This specific part of the Town Deal programme enables a once-in-a-generation investment in this strong and proud community, which now requires renewal of its physical environment.
- 3.3 In the light of the overall Town Deal award received by Colchester being £6.8m smaller than the original Town Investment Plan, the Town Deal Board agreed in June 2021 to the principle that wherever possible, projects would seek other complementary sources of funding to boost their viability and deliverability.

4. Alternative Options

- 4.1 Do not purchase the properties and land as set out in this report. This would be detrimental to regeneration plans for Greenstead and will mean the Council cannot deliver the objectives set out in the business plan submitted to DLUHC for use of Town Deal funds.
- 4.2 The ERF grant was awarded for the purpose of acquiring the land. The Council will likely be required to return the £2.3m fund.

5. Background Information

- 5.1 The Heart of Greenstead project aims to transform the built environment at the centre of the community including new and refurbished homes, retail, public open spaces and an integrated community and health facility (incorporating the relocation of an existing GP surgery, library and housing office) all aligned to active/safe design and liveable neighbourhood principles. Alongside and interwoven with these physical assets is a programme of community capacity building, free bicycle provision, new digital infrastructure, digital skills development, employment and training opportunities.
- 5.2 The acquisition of Five Fields Court, St Edmunds House and the two adjoining land areas from NHG will enable delivery of the project outcomes in full. As well as improving the historic poor urban design of the built environment the project aims to tackle long standing issues notably a shortage of affordable homes and fear of crime and antisocial behaviour of which the physical environment is a key contributor.
- 5.3 The ERF was set up by government to assist a handful of housing-led estate regeneration schemes nationally to progress on the basis there was strong backing, but further capital investment was required in order to proceed.
- 5.4 Further information can be found in the report at part B of the agenda.

6. Equality, Diversity and Human Rights implications

- 6.1 Equality Impact Assessments are part of developing and implementing specific project activities within the Town Deal programme, and the Council will have due regard to its Public Sector Duty continuing to work to tackle discrimination and inequality and help to create a fairer society, improve housing choice and social mobility (including for protected groups).
- 6.2 Consideration is being given to equality and diversity issues in respect of individual schemes, initiatives and projects that contribute to the delivery of the Town Investment Plan. These are set out in each Town Deal project specific business case.
- 6.3 This project will have a tangible positive impact for people who are wheelchair users or who have an accessibility need; i.e. within the 'Disability' heading under the protected characteristics definition in the Equality Act of 2010, as a proportion of the homes will be delivered with enhanced accessibility standards. Furthermore, all the new homes delivered will have a positive impact for all those who cannot afford market housing, and this will include some individuals with protected characteristics.

7. Strategic Plan References

- 7.1 The following Strategic Plan References are relevant to this scheme:

Deliver Homes for those most in need:

- Improve existing Council homes to keep them in good repair and improve energy efficiency.
- Build new Council homes for our residents.
- Ensure all new homes are designed to a high quality across all tenures.
- Continue to improve and modernise available housing for older people

Improve health, wellbeing and happiness:

- Tackle the cause of inequality and support the most vulnerable people in Colchester

- Improving the lives of Colchester residents and those most in need, working with the NHS, charities and others.
- Improve facilities and routes for cyclists and walkers to enable active travel behaviours, healthier lifestyles and reduce car use.
- Ensure major regeneration projects put physical activity, cycling and walking at the forefront of development.

Growing a fair economy so everyone benefits:

- Work with partners to facilitate a high skill, high wage, low carbon workforce.
- Tackle local skills shortages working with businesses, University of Essex, Colchester Institute, and other partners.
- Ensure our strategy for inclusive economic growth supports the ambitions outlined in the North Essex Growth Strategy, the Local Industrial Strategy, and our Town Deal.
- Ensure the Council's assets continue to contribute to economic growth and opportunity.

8. Consultation

- 8.1 The Town Investment Plan was developed through full consultation with the City and County Councils at both Member and officer level, the Town Deal board and an advisory group.
- 8.2 Engagement and coproduction with the community is a key element of The Heart of Greenstead project with this work being led by Community 360 alongside other local stakeholders. The Heart of Greenstead Project Board is a diverse group including ward councillors, local residents and members of the community. As the project progresses through a new masterplan refresh and outline planning application preparation, further local and stakeholder consultation will be undertaken for this project building on the relationships developed to date including the establishment of a local community taskforce chaired by Community 360.
- 8.3 Consultation and engagement with prospective tenants will be undertaken on behalf of the Council by CBH. Further consultation with tenants will take place on the wider Heart of Greenstead project and plans for the future once the purchase has completed.
- 8.4 The Town Deal programme is subject to a communications and engagement plan which includes publicity and branding.
- 8.5 Consultation with three members of staff commenced 16th November 2023 by Notting Hill Genesis. Working towards TUPE date 31st March 2024. Employer liability information will be reviewed by CBH, and process followed in line with TUPE regulations.

9. Financial implications

- 9.1 Further information can be found in the report on Part B of the agenda.

10. Health, Wellbeing and Community Safety Implications

- 10.1 The proposal aims to promote positive health and well-being for our residents, and this policy theme features prominently in several of the programme interventions being developed. The 'We are Colchester' board, advisory group and groups preparing specific projects include representation from the Health Sector, 'One Colchester' Partnership, Colchester Borough Council's Communities team and a number of other bodies with

responsibility and focus on health and wellbeing including links to the Sport England funded Local Delivery Pilot.

- 10.2 The scheme supports the Joint Health & Wellbeing Strategy for Essex and North East Essex Health and Wellbeing Alliance's core aims to work together to tackle not just ill-health, but the causes of ill-health, and work in partnership to reduce inequalities and create healthy, resilient communities for everyone. Residents in the new development will be supported in fully realising the health and wellbeing benefits of increased activity & participation. The scheme builds upon Colchester's status as part of a Local Delivery Pilot with Sport England and Active Essex.

11. Health and Safety Implications

- 11.1 There are no specific concerns at this stage of the development and implicit in the land acquisition. Risk will be identified and assessed as part of master planning and preparing for the construction phase of the project and addressed at that stage.
- 11.2 Health and safety of the current residents on the site is a key success criterion of this scheme and will form part of the scheme development.
- 11.3 A stock condition survey has been undertaken to ensure the buildings are safe and compliant with building standards and regulations, ensuring ongoing duty of care for resident tenants.
- 11.4 Surveys have been completed by a Senior Building Surveyor working for Colchester Borough Homes. These surveys have found no evidence of any Reinforced Autoclaved Aerated Concrete (RAAC) during the inspections at the properties at Five Fields and St Edmunds house.

12. Risk Management Implications

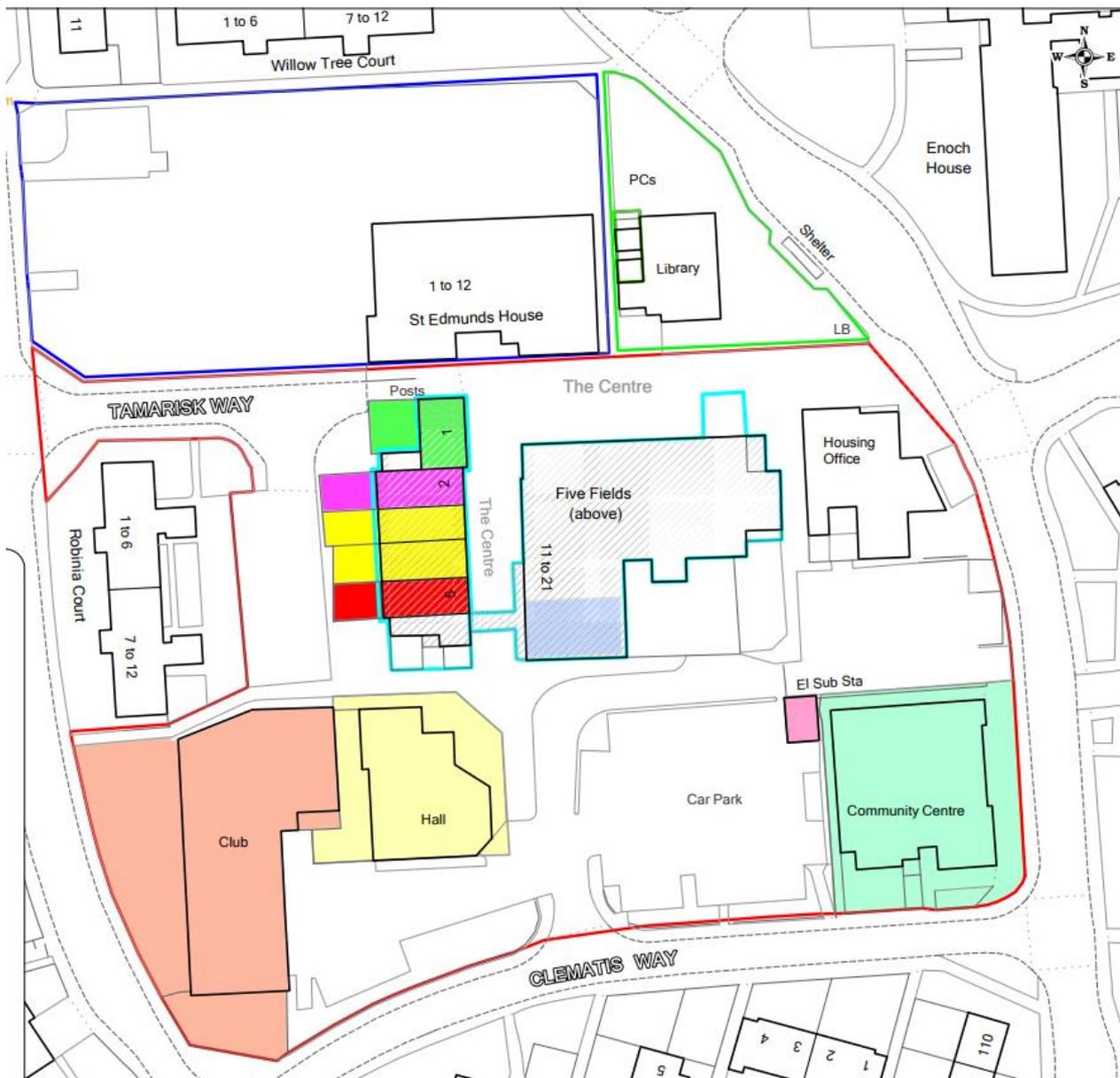
- 12.1 Identifying the current total amount of arrears that is due to NHG.
- 12.2 CBH undertook a review of the Stock Condition Survey provided by NHG in 2022 and confirmed likely maintenance costs were in accordance with its parameters. A RAAC survey was undertaken in November 2023, and it was confirmed that there was no RAAC in either of the buildings.
- 12.3 The TUPE of staff from NHG to CBH. Possible provision may be needed in case of medium term redundancy pending future plans for building redevelopment. Immediate liabilities will be pension and staff liabilities (sickness and holidays for example).
- 12.4 Ensure relevant novation of contracts (if necessary) and/or pick up work required through extensions to existing contracts making sure that these run seamlessly.
- 12.5 Budget considerations are reviewed to ensure that there is available spend for the management of the buildings for 2024/25.

13. Environmental and Sustainability Implications

- 13.1 The acquisition of land unlocks the full benefit of a wider site renewal which subject to a new masterplan will enable the development of new homes and buildings with significantly better energy performance, and significantly increased use of active and sustainable travel within and to/from Greenstead.

Appendices

Plan



Extract from the minutes of the Scrutiny Panel meeting of 14 November 2023

428. Assessment of Colchester's Ability to Develop the Skills the Economy Needs for the Future

Karen Turnbull, Economic Strategy Specialist, introduced the report and the guests attending to present and answer questions. The World was changing, as were local skills needs and environment. Multi-million pound digital infrastructure investment could attract businesses in the tech sector, and digital skills would be needed to match. The report defined the skills of importance for the labour market and individuals. A rich amount of skills development was being provided by a range of organisations. This prepared Colchester for the future and helped businesses and individuals alike.

Alison Andreas, Chief Executive of the Colchester Institute, explained the size, scope and student numbers at the Institute, on a wide range of courses. These included apprenticeships and degree-level courses. Different levels of professional and technical training were offered, whilst A level courses were provided by the Sixth Form College. Many employers were involved in the training, feeding in to what was taught and providing apprenticeships. Green jobs were noted to be of particular importance and the importance of environmental considerations are being woven across the whole curriculum at the Institute. Courses on carbon dioxide reduction, electric vehicles and green construction were already offered, with the Institute working with the Local Skills Improvement Fund. The challenge was to provide green skills training at sufficient volume. Two out of five students now studying at the Institute were on courses which would support green jobs in the future, with employers giving their views on future skills needed. A 'Net Zero' Centre was to open in 2024, including a green energy skills centre and a training centre for sustainable construction.

Oliver Brown, General Manager of the Wivenhoe House Hotel, explained the work experience they offered to many students. The Hotel did this in a unique fashion in the UK, providing training on all aspects of hotel operation alongside studying for a degree. The Hotel had a 70% occupancy rate over the year and hosted parties, conferences, and business functions. Any surplus income helped to fund the University of Essex's operations. The Edge Foundation opened the hotel school in 2012.

There was a £500m turnover in the hospitality sector across the East of England region. The sector was in the top five employers of every region of the UK. Problems existed in retention of staff, even with improvements having been made in hours and pay rates. Caution was given that, without business rate support, many hospitality employers would reduce investment. Another measure given as important was to have chef roles added to the UK's list of protected professions. Falling numbers of

chefs had led to a reduction in menus on offer. Training kitchens were a vital resource for producing new chefs. Mr Brown advised that the Council should look at the number of over-fifties not working and see how they could be supported into new careers. Alongside this, better information for parents and teachers about careers in hospitality would help the sector.

Sam Good, Chief Executive of the Colchester Business Improvement District [BID], explained the BID and its representing of roughly 500 businesses within the City's centre. The past decade had seen changes in Colchester, such as a 26% increase in employment in the night-time economy. There had been a 40% increase in leisure employment. Despite the increase in jobs and opportunities, leisure and hospitality, and related skills training, did not feature in Government priorities.

Challenges had been identified in a 2022 report on post-Covid barriers, and issues caused by Brexit and the levels of long-term sickness continued to affect businesses. The BID had commissioned research on how to address the issues, which were affecting all business types. The report showed possible short-term wins, such as reducing barriers to training, increasing apprenticeships, and upskilling to assist career progression. Making the City Centre attractive as an employment centre was also important. The BID had talked with Essex County Council [ECC] over the potential for a skills brokerage scheme, and how to support business to employ more. Work with partners was carried out with partners to develop and improve the situation. Much further work and investment was needed into local skills and progression to address a variety of sector skill shortages. The BID considered that Colchester still needed to retain more people, rather than train them and lose them when they left the area.

Simon Mead, Chief Executive of Colbea, described Colbea's work and premises, with the shared workspace model being operated in two locations. The North office was at capacity, with a waiting list, whilst the City office was at 80% capacity, with both sites working well. Around 700 business advice appointments had been carried out in the past calendar year, with many coming from Colchester and many being enterprise pre-start appointments. There was an appetite for digital skills assistance and pre-start advice and courses, working to identify if ideas are feasible and sustainable. The growth hub was explained, with much signposting carried out and some funding for advice and support. Colchester was at the heart of business support and growth in Essex. Much had been necessary to set up the hub, and there was strong desire to retain it. Many referrals were received via the Department of Work and Pensions, for people who wanted to set up businesses and who needed help to assess viability and ensure that necessary skills were available.

Dr Rob Singh, Director of the Research & Enterprise Office, University of Essex, gave the background of the University and how it provided support. In addition to the Colchester campus, there were also sites at Loughton and Southend. Around 5,000 staff were employed, contributing around £600m to the local economy. Equal weight was placed on teaching and research. The University scored highly in Government tables on research and was in the top 30 of the Guardian's guide on good universities, with an increase in research employment, with staffing rising from 350 full-time equivalent employed in 2014, to 700 full-time equivalent employed in 2021.

Support was provided for students and educators, including in finding employment after graduation. Examples were given, such as sports therapy courses where 25% of hours were spent in gaining real experience and training, including appointments with real students. The Essex Law Clinic provided free legal advice, whilst giving students a chance to work alongside lawyers. The University also taught entrepreneurial skills to those seeking to start businesses or join existing ones.

The Knowledge Gateway was a cluster of businesses creating high-value employment, and the investment network attracted over £30m of investment into business startups. There was a high demand for computer science graduates and an increase in demand for those completing post-graduate degrees in the subject. The University was currently looking at how to support the necessary skills in demand for work at the Freeport East project.

Kathryn White, Innovation Director, The Innovation Centre, explained that there were 31 innovation centres across the country, with two in Essex. These assisted in supporting the economy and had a focus on hybrid businesses, often in the tech sector. The Centre was a 'pass through' learning space and worked to identify key areas where skills development was needed. The Centre concentrated on requirements of current and start-up small and medium enterprises [SMEs], areas where training was most needed and how to grow the talent pool for the area.

The Panel was told that the Centre helped ascertain how to get support to entrepreneurs in the early stages of their business development, in employing, training and developing new staff. There was a large demand for apprenticeship positions. An accelerated programme was now in place to help train and show entrepreneurs how to start up and develop. The Centre tapped into support from the University of Essex and worked with cutting edge technology to develop businesses.

Digital and AI skills were highlighted as being key. Businesses needed to spend time with students to show them what opportunities were available.

The Centre prioritised the ensuring of diversity and inclusion. There was increased interest in STEM [Science, Technology, Engineering, and Mathematics] careers across people from different demographics. Retraining and upskilling efforts included for older workers and the retraining of veterans and ex-offenders.

The Panel highlighted the importance of retaining skills in the local area, and a member noted that whilst many people left the area after completing school, many graduates of the University remained to live in the area after completing their studies. The guests were asked whether the Council could do more to help with retention. The BID Chief Executive stated that the main barriers to retention are national ones, but local issues included the additional costs face by people working in the City centre, which were double the costs of those working in the outskirts. Education of employers was a key issue. Much had to be done to simplify training and apprenticeships and to make them easier to provide. A Panel member argued that the Council must do what it could to improve the public realm and local cultural offerings. The Chief Executive agreed that this was important, albeit a secondary factor, which was why Parklets had been installed on the High Street to improve the 'dwell time' of visitors to the City centre. Work was carried out to reduce youth

disengagement with the City centre and investments made to make it a place people wanted to be.

The Director of the Research & Enterprise Office, University of Essex, explained that students had good experiences at the University and would stay if job opportunities were present. Whilst there was good data on graduate destinations regarding types of jobs/careers, there was no data compiled regarding geographical destinations. The Innovation Director, The Innovation Centre, explained the support provided for student entrepreneurship, with businesses starting to provide this. Students were able to get free office space for up to five years after graduation.

A Panel member noted the retention problems in the hospitality sector, and the possible factors behind this such as work conditions, pay and the need for flexibility. The General Manager of the Wivenhoe House Hotel admitted that there was still a stigma attached to the sector. It was important to show people that hospitality employment was better than in the past, and far fairer. People entering the sector were described as being less resilient than in previous times and some employers still did not look after their staff. Good work was being done locally in training around food provision, especially by the Colchester Institute. The 14-16 age group was key for education and training, alongside Wivenhoe House, which hosted an older cohort. Owners of hospitality SMEs were described as facing serious challenges, with many closing down. Help and support was needed to help them pay living wages and support their staff. The BID Chief Executive noted that the pandemic had reduced the number of people wanting to work in hospitality, but informed the Panel that the National Accreditation scheme was starting to accredit local businesses meeting employment standards.

The Chief Executive of the Colchester Institute explained the work done to balance a realistic view of hospitality work, including practical experience in high-pressure situations, with training in resilience and not accepting poor treatment or conditions. Where necessary, employers were educated and concerns highlighted. There was currently no promotion of trades unions to students, but union membership was promoted to staff.

A Panel member asked whether housing tended to be a serious issue for those working in hospitality. The BID Chief Executive emphasised the struggles of local businesses, but explained that the need to have an ambition to move to a living wage when possible was understood. Work to support employees included work with charities and organisations through One Colchester, including Open Road and Emmaus.

A Panel member explained that this agenda item had stemmed from a presentation of the Council's Strategic Plan, which included work to move to a high skill, high wage city. It was acknowledged that many issues were outside of the Council's control, and that it was hard to know how the Council could best support the raising of the local skills base. A request was made for models showing how skills provision worked, in order to better understand it. The partner representatives were asked what was being done to maximise skills development and how the skills pool was assessed.

A Panel member compared the percentage of locally employed residents with an education level of NVQ4 or better [37%] with the national percentage [43.6%], contrasted with the overall higher skill level of local residents, with many working in London. The member asked how skills training for those in Colchester employment could be ensured, and how improvements in skill levels could be shown, arguing that local figures and data were necessary in order to ensure that the goals of the Strategic Plan were achieved. The Panel member wanted specific data, not anecdotes, and ways to track progress towards Strategic Plan goals.

The Economic Strategy Specialist explained that a digital skills hub had been opened at the Wilson Marriage Centre, helping to improve local skills. More than £50m infrastructure investment in digital connectivity improvements was being made in ultrafast broadband and 5G, helping to attract new businesses. More employees were working from home and setting up new businesses. Work was also ongoing with surrounding areas, including in Suffolk, to facilitate the mobility of labour to commute into Colchester. Unemployment in the local area was very low.

The Chief Executive of the Colchester Institute described the Essex Local Skills Improvement Plan, and the annual accountability statement, which was available on the Institute website. The Chief Executive also explained that there were other measures of skills provision than just looking at NVQ level four, as this was not the benchmark in many areas, including construction, trade skills and engineering skills. The area needed many people, trained at different levels, to succeed.

The Director of the Research & Enterprise Office, University of Essex, underlined the objectives for a highly skilled, high-income workforce. Raising skills and incomes were important aims, and an outline was given of work conducted increase the number of jobs in highly skilled roles in research, development, and tech companies. New startups were helped to navigate and access funding and grow their operations. Investment networks were in place to bring in private capital, which could be leveraged. Investment could be made to improve training and employment opportunities for people in those communities identified as being more deprived.

The Panel discussed whether 'low skill' jobs should be described in a different way, given that many such jobs were essential. The Economic Strategy Specialist agree that there was a difference between low-paid and low value jobs, with many jobs requiring more skills than previously, but still only paying at a low level.

A Panel member noted a Council objective to increase the number of highly skilled jobs in the area and argued that this needed to be driven by the Council's Administration. Data was requested on current performance, to evidence how the Council was seeking better performance, and the Panel asked what partners wanted from the Council, and what the Council could do. The Leader accepted this challenge and pledged to examine what could be done to provide data. The Leader ventured that the Council's role was as a partner to help create an environment within which other partners could flourish collaboratively. The Innovation Director, The Innovation Centre, ventured that the best thing Government could do was to remove obstacles and stay out of the way, to allow maximum opportunities and business growth.

Simon Mead, Chief Executive of Colbea, emphasised that not everyone needed high levels of support. Some wanted informal guidance and support, rather than a restrictive course of employment or prescriptive business growth plan.

The partner representatives were asked if enough was being done to attract people to study courses in craftwork and technical skills. The Chief Executive of the Colchester Institute explained that the courses they ran were at capacity and no additional students could be fitted in to their construction and trades courses. More could be done if more space was available, and there was an issue with the level of salary required to obtain trained teaching staff. Answering questions, the Chief Executive agreed that the Institute did have a relationship with Colchester Borough Homes [CBH], but more could be done to provide training and jobs with CBH. Some apprenticeships had been carried out in maintenance works. Training with local employers included site visits and work experience placements.

The Panel and guests discussed the requests that had been made for the collection and publication of data relating to skills provision in the local area. The Director of the Research & Enterprise Office, University of Essex, argued that if partner organisations, such as the University, were to contribute to quality assurance of data produced, then they would need to be involved in the design process for the collection of that data.

RECOMMENDED to CABINET that the Council seek to collect and publish annual data on skills provision within the Colchester area, involving the relevant local partners (organisations which provide skills and training) in designing the process for collecting data and providing quality assurance

Extract from the minutes of the Policy Panel meeting of 29 November 2023

Future of the Sport and Leisure Strategy

RESOLVED that an update on the Future of Sports and Leisure Strategy be returned to the Committee at its meeting on 6 March 2024;

RECOMMENDED TO CABINET that:-

- (a) A workshop be organised for all members on the future of Sports and Leisure;
- (b) That all members are invited to engagement events for the Future of sports and Leisure Strategy;
- (c) In the development of the Future of Sports and Leisure Strategy further consideration be given to the interdependencies with other strategies.

Motion referred from Full Council meeting on 7 December 2023

The motion below was submitted to Full council on 7 December 2023. As the motion relates to an executive matter it stands referred direct to Cabinet in accordance with Procedure Rule 11(2).

Knife Crime

Proposer: Councillor Goss

Council

1. *Notes and congratulates the Evening Gazette on their anti-knife campaign launch last month in association with the arrival of the Knife Angel statue to Colchester.*
2. *Notes the tragic consequences of knife attacks on families and friends and recognises the bravery and work of Ann Oakes-Odger MBE whose son was sadly murdered through stabbing.*
3. *Notes the alarming increase in knife carrying, nationwide, particularly by those associated with gang membership and/or illegal drug activity.*
4. *Welcomes the work of the police in tackling all forms of crime and the progress they are making, including reducing violent crime. And welcomes their work to raise awareness through the deployment of a knife arch in Colchester centre and work with knife amnesties and knife bins.*
5. *Notes the work of the Youth Voices Listening Project that found “knife crime and knife harm stood alongside fights and drug use as major concerns for young people in Colchester”.*
6. *Therefore calls on Colchester Council through the Safer Colchester Partnership to deepen multi-agency collaborative working on this issue. And with our schools and young people to continue work done through the Knife Angel visit. To help make Colchester and its surrounding area safer for us all, particularly our younger residents.*

Extract from the minutes of the Policy Panel meeting of 29 November 2023

Equality, Diversity and Inclusion Policy

RESOLVED that the quality of report presented to the Panel be commended.

RECOMMENDED TO CABINET that:-

- (a) That the Equality, Diversity and Inclusion (EDI) policy be applied to the entirety of the Council, and its subsidiaries and partners.
- (b) That all Group Leaders be asked to work with the Member Development Group to ensure their Members are trained in EDI
- (c) That the methods used to provide EDI Training for Members be reviewed with a view to moving from its current online form and other options including lived experience training be explored.
- (d) Consideration be given to the appointment of an EDI Councillor Champion.
- (e) The Council works with its system partners sharing best practice on EDI training.
- (f) The Monitoring Officer be asked to remind Parish Councillors and their staff of their duties under EDI legislation.



Cabinet

Item
13(i)

19 December 2023

Report of	Head of Governance	Author	Richard Clifford ☎ 507832
Title	Calendar of meetings 2024-25		
Wards affected	Not applicable		

1. Executive Summary

1.1 This report invites Cabinet to approve a calendar of meetings for the 2024-2025 municipal year.

2. Recommended Decision

2.1 Cabinet is requested to approve the draft Calendar of Meetings for the next municipal year, from May 2024 to April 2025.

2.2 To delegate authority to cancel meetings to the Chair of the relevant Committee/Panel in conjunction with the Head of Governance.

3. Reason for Recommended Decision

3.1 The Calendar of Meetings needs to be determined so that decisions for the year can be timetabled into the respective work programmes and the Forward Plan.

3.2 Advance notice of the Calendar of Meetings needs to be made available to Councillors and to external organisations, parish councils and other bodies with which the Council works in partnership, and to those members of the public who may wish to attend meetings of the Council and make representations.

3.3 Rooms will also need to be reserved as soon as possible so that room bookings can be made for private functions by private individuals, external organisations and internal Council groups.

3.4 A formal arrangement needs to be in place for the cancellation of meetings that no longer need to be held.

4. Alternative Options

4.1 This proposal has been largely devised based on the current meeting structure and frequency. It would be possible to devise alternative proposals using different criteria.

5. Background Information

5.1 A draft calendar of meetings for 2024-25 is attached at Appendix A. This is largely based on the current meeting structure, frequency and pattern of meetings, with a some exceptions, which are set out below:-

- The Cabinet meetings in October and November have been moved back so that there is a better spread of Cabinet meetings through the autumn.
- An additional Cabinet meeting is suggested for April 2025, to allow for continuation of Council business up until the election in May 2025.
- An additional Governance and Audit meeting has been scheduled, in view of the workload of the Committee in recent years which has led to the scheduling of additional meetings.
- Crime and Disorder Committee has been scheduled later, in March rather than September so that the results of the Safer Community Partnership Strategic Assessment are available before the meeting.
- An additional Loyal Plan Committee meeting is also scheduled but depending on the flow of business it is anticipated it may be possible to cancel the meeting in February 2025.

5.2 The following criteria have been used in preparing the draft calendar:-

- The Municipal Year to begin with the Annual Meeting on 22 May 2024, following the city council elections on 2 May 2024.
- Full Council meetings not to be held during school holidays, apart from the Annual Meeting.
- Political group meetings have been scheduled to occur in advance of meetings of Council and Cabinet
- No meetings of Council, Cabinet or Scrutiny Panel during the party-political conference season in late September/early October.

5.2 The Calendar of Meetings 2024-25 comprises:-

- Council – the Annual Meeting plus five Council meetings. Council meetings are scheduled for Wednesdays, except for the December meeting, which is scheduled for a Thursday to avoid the difficulties caused by the clash with late night shopping that would ensue if the meeting were held on Wednesday. This includes a Special Council meeting in early September in case there is the need to appoint Honorary Alderman in the wake of the elections in May 2024.
- Cabinet – eight meetings on a Wednesday.
- Environment and Sustainability Panel - six meetings, mainly on a Thursday
- Governance and Audit Committee – eight meetings on a Tuesday.
- Local Plan Committee – seven meetings, on a Monday.
- Licensing Committee – six meetings on a Wednesday.

- Planning Committee – 17 meetings on a Thursday.
- Policy Panel – six meetings on a Wednesday.
- Scrutiny Panel – eight meetings on a Tuesday.
- Ten member training sessions between June 2024 and March 2025.
- Occasionally it proves necessary to schedule additional meetings of Committee and Panels at short notice. Six “reserve” dates have been included in the Calendar where meeting rooms will be booked. This will facilitate the scheduling of additional/urgent meetings. These meeting dates will not be used unless needed.
- The following Civic events have also been included for completeness:

Opening of the Oyster Fisheries: 6 September 2024
Oyster Feast: 25 October 2024

6. Financial implications

6.1 In general terms the costs are those associated with the meetings process.

7. Consultation

7.1 Consultation has been undertaken with the Executive Management Team and Assistant Directors.

8. Publicity Implications

8.1 The dates of Council meetings will be published on the Council’s website. They are also advertised at the Library and Community Hub and distributed to parish council.

9. Equality and Diversity Implications

9.1 An Equality Impact Assessment covering the Council’s decision making and meetings processes has been completed and can be found by on the Council’s website www.colchester.gov.uk following the route: Home/Council and Democracy/Polices, Strategies and Performance/Equality and Diversity/Equality Impact Assessments/Decision Making and Meetings or by clicking on the link below:-

[Decision Making and Meetings EQIA](#)

10. Standard References

10.1 It is considered that there are no direct Strategic Plan references, human rights, health, wellbeing and community safety, health and safety, environmental and sustainability and risk management implications raised by this report.

Appendices

Appendix A – Draft calendar of meetings 2024-2025

Background Papers

None

2024

		May		June		July		August
Mon					1			
Tue					2			
Wed	1				3			
Thu	2	Elections			4	Planning Committee	1	Environment and Sustainability Panel
Fri	3				5		2	
Sat	4		1		6		3	
Sun	5		2		7		4	
Mon	6		3	Groups	8	Groups	5	Local Plan Committee
Tue	7		4	Scrutiny Panel	9	Scrutiny Panel	6	
Wed	8		5	Cabinet	10	Cabinet	7	Policy Panel
Thu	9		6		11		8	
Fri	10		7		12		9	
Sat	11		8		13		10	
Sun	12		9		14		11	
Mon	13		10		15	Groups	12	
Tue	14		11		16		13	
Wed	15		12	Licensing Committee	17	Council	14	
Thu	16		13	Planning Committee	18		15	Planning Committee
Fri	17		14		19		16	
Sat	18		15		20		17	
Sun	19		16		21		18	
Mon	20	Groups	17	Local Plan Committee	22		19	
Tue	21		18	Governance and Audit Committee	23	Training	20	Training
Wed	22	Annual Meeting	19	Reserve Meeting	24	Licensing Committee	21	
Thu	23	Planning Committee	20	Environment and Sustainability Panel	25	Planning Committee	22	
Fri	24		21		26		23	
Sat	25		22		27		24	
Sun	26		23		28		25	
Mon	27		24		29		26	
Tue	28		25	Training	30	Governance and Audit Committee	27	
Wed	29		26	Policy Panel	31	Reserve Meeting	28	
Thu	30		27				29	
Fri	31		28				30	
Sat			29				31	
Sun			30					
Mon								

Daytime meeting Light shading = Essex school holidays LGA Conference 2-4 July

2024

		September		October		November		December
Mon								
Tue			1					
Wed			2	Licensing Committee				
Thu			3					
Fri			4		1			
Sat			5		2			
Sun	1		6		3		1	
Mon	2	Groups	7		4		2	Groups
Tue	3		8	Scrutiny Panel	5		3	Training
Wed	4	Cabinet	9	Reserve Meeting	6	Licensing Committee	4	
Thu	5	Planning Committee	10		7	Planning Committee	5	Council
Fri	6	Opening of the Oyster Fishery	11		8		6	
Sat	7		12		9		7	
Sun	8		13		10		8	
Mon	9	Groups	14	Groups	11	Local Plan Committee	9	
Tue	10	Governance and Audit Committee	15	Training	12	Scrutiny Panel	10	Scrutiny Panel
Wed	11	Special Council	16	Council	13	Reserve Meeting	11	
Thu	12		17	Planning Committee	14		12	Environment and Sustainability Panel
Fri	13		18		15		13	
Sat	14		19		16		14	
Sun	15		20		17		15	
Mon	16	Local Plan Committee	21		18		16	Local Plan Committee
Tue	17	Scrutiny Panel	22		19	Training	17	Governance and Audit Committee
Wed	18		23		20	Policy Panel	18	
Thu	19	Environment and Sustainability Panel	24		21		19	Planning Committee
Fri	20		25	Oyster Feast	22		20	
Sat	21		26		23		21	
Sun	22		27		24		22	
Mon	23		28	Groups	25	Groups	23	
Tue	24	Training	29	Governance and Audit Committee	26	Governance and Audit Committee	24	
Wed	25	Policy Panel	30	Cabinet	27	Cabinet	25	
Thu	26	Planning Committee	31		28	Planning Committee	26	
Fri	27				29		27	
Sat	28				30		28	
Sun	29						29	
Mon	30						30	
Tue							31	

*Daytime meeting. Light shading = Essex school holiday; Party Conferences, Lab Sept Lib Dem 14-17 Sept, Cons 29 Sept- 2 Oct

2025

		January		February		March		April
Mon								
Tue							1	
Wed	1						2	
Thu	2						3	Planning Committee
Fri	3						4	
Sat	4		1		1		5	
Sun	5		2		2		6	
Mon	6		3	Local Plan Committee	3		7	Groups
Tue	7		4		4		8	
Wed	8	Reserve Meeting	5		5	Policy Panel	9	Cabinet
Thu	9	Planning Committee	6	Environment and Sustainability Panel	6		10	
Fri	10		7		7		11	
Sat	11		8		8		12	
Sun	12		9		9		13	
Mon	13		10		10	Groups	14	
Tue	14	Training	11	Scrutiny Panel	11	Crime and Disorder Committee	15	
Wed	15	Licensing Committee	12	Training	12	Cabinet	16	
Thu	16		13		13	Planning Committee	17	
Fri	17		14		14		18	
Sat	18		15		15		19	
Sun	19		16		16		20	
Mon	20		17	Groups	17	Local Plan Committee	21	
Tue	21	Governance and Audit Committee	18		18	Training	22	
Wed	22	Policy Panel	19	Council	19	Licensing Committee	23	
Thu	23		20	Planning Committee	20	Environment and Sustainability Panel	24	Planning Committee
Fri	24		21		21		25	
Sat	25		22		22		26	
Sun	26		23		23		27	
Mon	27	Groups	24		24		28	
Tue	28	Scrutiny Panel	25	Governance and Audit Committee	25		29	
Wed	29	Cabinet	26	Reserve Meeting	26		30	
Thu	30	Planning Committee	27		27			
Fri	31		28		28			
Sat					29			
Sun					30			
Mon					31			

nc * Daytime meeting; Light shading = Essex school holidays

2025

		May
Sat		
Sun		
Mon		
Tue		
Wed		
Thu	1	
Fri	2	
Sat	3	
Sun	4	
Mon	5	
Tue	6	
Wed	7	
Thu	8	
Fri	9	
Sat	10	
Sun	11	
Mon	12	
Tue	13	
Wed	14	
Thu	15	
Fri	16	
Sat	17	
Sun	18	
Mon	19	
Tue	20	
Wed	21	Annual Meeting
Thu	22	
Fri	23	
Sat	24	
Sun	25	
Mon	26	
Tue	27	
Wed	28	
Thu	29	
Fri	30	
Sat	31	

PETITIONS, PUBLIC STATEMENTS, QUESTIONS

(i) Have Your Say submissions from members of the public (up to Cabinet meeting of 22 November 2023)

Date of Meeting	Details of Members of the Public	Subject Matter	Form of Response	Date Completed
Local Plan Committee 2 October 2023	Nicholas Chilvers	Middlewick Local Plan Designation and Master planning process	Verbal response given at the meeting by the Place Strategy Manager	2 October 2023
Local Plan Committee 2 October 2023	Richard Martin	National Ecology issues and the impact on Middlewick as well as Biodiversity surveyed on site	Verbal response given at the meeting by the Place Strategy Manager	2 October 2023
Local Plan Committee 2 October 2023	Alan Short	Middlewick Local Plan designation and its conditions as well as introducing a garden City Approach.	Verbal response given at the meeting by the Place Strategy Manager	2 October 2023
Local Plan Committee 2 October 2023	John Crookenden	Great Tey Neighbourhood Plan and officer support for neighbourhood plans and review of the Local Plan	Verbal response given at the meeting by the Joint Head of Planning	2 October 2023
Scrutiny Panel 3 October 2023	Mrs Spantidaki	Complaints and allegations that C360 did not run activities that benefit the community	Verbal response given at the meeting by the Chairman. Chairman stated he would discuss the allegations made with Councillor King	3 October 2023
Council, 18 October 2023	Sir Bob Russell	Town Deal Board and Holy Trinity Churchyard	Verbal response given at the meeting by Councillor King, Leader of the Council and	19 October 2023

			Portfolio Holder for Strategy and written response sent by the Leader of the Council on 19 October 2023.	
Council, 18 October 2023	Simon Collis	Homelessness and housing issues	Verbal response given at the meeting by Councillor Paul Smith, Portfolio Holder for Housing.	18 October 2023
Council, 18 October 2023	Jon Akker	Call for sites and review of the Local Plan	Verbal response given at the meeting by Councillor Luxford Vaughan, Portfolio Holder for Planning, Environment and Sustainability.	18 October 2023
Council, 18 October 2023	Mrs Spantidaki	Concerns on handling of her reports of suspicious behaviour and the treatment of homeless people	Verbal response given at the meeting by Councillor King, Leader of the Council and Portfolio Holder for Strategy.	18 October 2023
Council, 18 October 2023	Rachel Matthews, Carrina Cooper, Cheryl Taylor, Lance Peatling	Issues arising from the Climate emergency motion	Written response sent by the leader of the Council on 7 December 2023	7 December 2023
Scrutiny Panel, 14 November 2023	Wendy Smith. Terry Charles	Requests for a public meeting on climate change	Verbal response from Chairman.	14 November 2023
Scrutiny Panel, 14 November 2023	Lance Peatling	Complaints about security precautions at meeting and that no response given to earlier questions	Verbal response from Chairman, who said he would ask Councillor King to expedite responses.	14 November 2023
Cabinet 22 November 2023	Mike Hardy	Interpretation boards at Gosbecks Park	Verbal response given at the meeting by Councillor Burrows, Portfolio Holder for Leisure, Culture and Heritage.	22 November 2023

Cabinet, 22 November 2023	Kemal Cufoglu	Frequency of Crime and Disorder Committee meetings	Verbal response given at the meeting by Councillor King, Leader of the Council and Portfolio Holder for Strategy, Councillor Sommers, Portfolio Holder for Communities and Pam Donnelly, Chief Executive.	22 November 2023
Cabinet 22 November 2023	Abi Wilkin	Israel/Gaza conflict	Verbal response given at the meeting by Councillor King, Leader of the Council and Portfolio Holder for Strategy and Councillor Cory, Portfolio Holder for Resources.	22 November 2023

(ii) Petitions

Date petition received	Lead Petitioner	Subject Matter	Form of Response	Date Completed
No valid petitions received in this period.				

