

Cabinet Meeting

**Grand Jury Room, Town Hall, High Street,
Colchester, CO1 1PJ
Wednesday, 11 March 2020 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.

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COLCHESTER BOROUGH COUNCIL
Cabinet
Wednesday, 11 March 2020 at 18:00

The Cabinet Members are:

Leader and Chairman Councillor Mark Cory (Liberal Democrats)
Councillor Adam Fox (Labour and Co-operative)
Councillor Martin Goss (Liberal Democrats)
Councillor Theresa Higgins (Liberal Democrats)
Councillor David King (Liberal Democrats)
Councillor Mike Lilley (Labour and Co-operative)
Councillor Andrea Luxford Vaughan (Liberal Democrats)
Councillor Julie Young (Labour)

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

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

1 Welcome and Announcements

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

2 Urgent Items

The Chairman will announce if there is any item not on the published agenda which will be considered because it is urgent and will explain the reason for the urgency.

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 pecuniary interest or non-pecuniary interest.

4 Minutes of Previous Meeting

Cabinet will be invited to confirm that the minutes of the meeting of 29 January 2020 are a correct record.

29-01-20

9 - 28

5 Have Your Say!

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

6 Decisions Reviewed by the Scrutiny Panel

The Councillors 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) The Better Colchester Strategic Plan 2020-2023

29 - 48

Cabinet will consider a report inviting it to approve the Strategic Plan 2020-23 and recommend it to Full Council for adoption. The Strategic Plan sets the framework for the Council's three-year Medium Term Financial Forecast and its Capital Programme agreed at Full Council in February. The new Strategic Plan addresses the key challenges facing the borough by describing 21 priorities organised against five strategic themes which collectively form the Council's vision and reflect the priorities agreed by the Council in 2019/20.

7(ii) Task and Finish Groups at Colchester Borough Council

49 - 56

Cabinet will consider the recommendations contained in draft minute 255 of the Scrutiny Panel meeting on 5 February 2020.

8 Commercial Services

8(i) Updates to the Council Owned Companies Business Plans 2018-21

57 - 92

Cabinet will consider a report inviting it to approve the updated Business Plans for Colchester Commercial Holdings Ltd and its subsidiary companies for the period 2018-21, to note the governance arrangements for the companies and their achievements

8(ii)	Update on the Turnstone Development at Northern Gateway	93 - 98
	Cabinet will consider a report setting out proposed changes to the structure of an existing Development Agreement that Colchester Borough Council (CBC) has with Turnstone Estates.	
8(iii)	Award of Contract at Northern Gateway relating to "The Walk" Boulevard, Access Roads and Infrastructure	99 - 104
	Cabinet will consider a report seeking to delegate authority to the Assistant Director, Place and Client Services, in consultation with the Portfolio Holder for Commercial Services, to award a contract for the construction of "The Walk", access roads and infrastructure at Northern Gateway.	
9	Waste, Environment and Transportation	
9(i)	Request for Authority for Procurement of Fleet	105 - 112
	Cabinet will consider a report inviting it to agree the options for food collection and the purchase or leasing of seven food waste vehicles. It also proposes that authority be delegated to the Chief Operating Officer, in consultation with the Portfolio Holder for Waste, Environment and Transportation, to purchase/lease the vehicles depending on the outcome of the procurement process and provided that the costs are met from within existing budgets.	
9(ii)	Revision of Market Operation and Fees	113 - 122
	Cabinet will consider a report proposing changes to the operation and location of the Council's Charter Market, in partnership with Lion Walk Shopping Centre.	
9(iii)	Secure and Covered Cycle Storage Options	123 - 126
	Cabinet will consider the recommendation in draft minute 47 of the meeting of the Policy and Public Initiatives Panel of 20 January 2020.	
10	Business and Resources/Waste, Environment and Transportation	
10(i)	Next steps regarding options for Colchester High Street: agreeing objectives, gathering data and consulting stakeholders and the public	127 - 130
	Cabinet will consider the recommendation contained in draft minute 46 of the Policy and Public Initiatives Panel meeting of 20 January 2020.	

11	Business and Resources	
11(i)	Final report of the Alternative Methods of Service Delivery Task and Finish Group	131 - 136
	Cabinet will consider a report setting out the conclusions of the Alternative Methods of Service Delivery Task and Finish Group following the work it has undertaken between 2018 and 2020 in respect of achieving greater social value from procurement and from exploring options for mutual and cooperative services. It makes a number of recommendations to Cabinet and recommends that the work to continue reviewing options for alternative service delivery continues through new governance arrangements in the 2020/21 municipal year.	
11(ii)	Amendments to the Capital Programme	137 - 140
	Cabinet will consider a report inviting it to approve amendments to the Capital Programme.	
11(iii)	Lloyds Bank - Set Off Agreement	141 - 146
	Cabinet will consider a report seeking approval to enter into a Set Off Agreement with Lloyds Bank plc with regard to debit and credit balances on the Council's bank accounts.	
12	Culture and Performance	
12(i)	Corporate Performance Indicator Targets for 2020/21	147 - 166
	Cabinet will consider a report proposing the Corporate Key Performance Indicator Targets for 2020-21.	
13	Housing	
13(i)	Request for Delegated Authority for the Award of Housing Revenue Account Contracts 2020	167 - 172
	Cabinet will consider a report setting out the contracts to be procured and awarded for the Housing Investment Programme in 2020/21 that are likely to require Cabinet approval and seeking authority to delegate to the Portfolio Holder for Housing the approval of the award of these contracts as they arise	
14	General	
14(i)	Progress of Responses to the Public	173 - 174

Cabinet will consider a report setting out the responses to members of public who addressed meetings of Full Council and Cabinet under the Have Your Say! provisions.

15 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)**

16 Commercial Services - Part B

Commercial Services - Part B

16(i) Updates to the Council Owned Companies Business Plans 2018-21 - Part B

Cabinet is invited to note the Business Plans for the subsidiary companies of Colchester Commercial Holdings Ltd for the period 2018-2021.

16(ii) Update on the Turnstone Development at Northern Gateway - Part B

Cabinet will consider a report setting out the proposed changes to the structure of an existing Development Agreement that Colchester Borough Council has with Turnstone Estates.

17 Waste, Environment and Transportation - Part B

17(i) Request for Authority for Procurement of Fleet: Food Waste Collection Vehicles - Part B

To note the not for publication appendix to the report by the Assistant Director, Environment

CABINET

29 January 2020

Present: - Councillor Cory (Chairman)
Councillors Fox, Goss, Higgins, King, Lilley and Luxford
Vaughan.

Also in attendance: - Councillors Crow, Davies,
Goacher, Scordis

409. Minutes

RESOLVED that the minutes of the meeting held on 20 November 2019 be confirmed as a correct record.

410. Have Your Say!

Councillor Scordis attended and with the consent of the Chairman addressed the Cabinet to raise issues in respect of the cutting back and pruning of trees where they impacted on Council homes and drew attention to a particular issue in Ladbroke Drive. He also raised concerns about the changes to the Neighbourhood Teams, which he considered had led to a less efficient service.

Councillor Goss, Portfolio Holder for Waste, Environment and Transportation, responded and invited Councillor Scordis to forward full details of the issues so that he could address them. In his experience the new Neighbourhoods Teams and the arrangements for reporting issues was working very well.

Councillor Goacher attended and with the consent of the Chairman, addressed the Cabinet to request information on how the Council was seeking to address air quality issues, in the light of media reports about the impact of air pollution on the health of residents. This was a particular issue in Castle ward. He also drew attention to the petition he had forwarded to the Leader in respect of the unauthorised removal of a hedgerow at Salary Brook. This was an opportunity for the Council to show it could deal assertively with developers and their contractors. The Council should also be looking into the relationship between the company who had removed the hedgerow and the landowner. Concern was expressed about the future of Salary Brook should Garden Communities proceed.

Councillor Cory, Leader of the Council and Portfolio Holder for Strategy, stressed that the Council had been dealing with this issue for over a month, and was aware of the need to take appropriate action. He was very concerned about the removal of the hedgerow and the impact this would have. The Council was liaising with the developer and the Essex Wildlife Trust. If Garden Communities were to proceed, Salary Brook Country Park would be extended. In terms of air quality, this was a very serious issue and was addressed in

the Climate Emergency Action Plan. Whilst the Council monitored air quality, it did not have the powers in respect of highways and transport that would enable it to tackle the issue. The Policy and Public Initiatives Panel was looking at issues around the potential pedestrianisation of the High Street.

Councillor Crow attended and with the consent of the Chairman addressed the Cabinet to enquire as to the latest position on the installation of the elephant on the roundabout on North Station Road. He noted the advice of the Environment Agency that it was the responsibility of the Council to clear duckweed from the river Colne before it became a problem, and therefore would swift action be taken if duckweed began to become a problem in future.

Councillor Goss Portfolio Holder for Waste, Environment and Transportation and Councillor Lilley, Portfolio Holder for Communities, Wellbeing and Public Safety, responded. The Council was working with Essex County Council on the complex programme of works necessary for the works on the roundabout. This was part of the Fixing the Link scheme, which was well supported by local businesses. In terms of the river Colne, the Council was drawing up a strategy to deal with issues relating to the health and vitality of the river. The cost of clearing duckweed was approximately £20,000 and up to three clearances could be needed each year. The Environment Agency would act where there was a threat to wildlife from deoxygenation. Therefore, there needed to be a debate as to whether clearing the river when there was no threat to wildlife should be a priority for the Council.

411. Climate Emergency Action Plan

The Assistant Director for Environment submitted a report a copy of which had been circulated to each Member together with the recommendation from the Scrutiny Panel meeting of 28 January 2020.

Rory Doyle, Communities Group Manager, presented the Climate Emergency Action Plan to the Cabinet. He highlighted that the Carbon Trust had praised the Council for its previous track record. The Council had achieved a 40.8% decrease in carbon dioxide emissions since 2008 and reached the target in its 2016-19 Local Authority Carbon Management Plan a year early. The Action Plan incorporated a number of the Carbon Trust's recommendations. It also showed how the Council would work with the local community and other stakeholders to address the Climate Emergency. The Action Plan proposed to aim for a net carbon zero target in respect of emissions within the Council's direct control (Scope 1 and Scope 2 emissions) and some Scope 3 emissions. However, it was proposed that the Council should collect available data and measure further relevant Scope 3 emissions, and then report back to Cabinet when this further information was available.

Councillor Davies, Chairman of the Scrutiny Panel, attended and addressed the Cabinet to introduce the recommendations from the Scrutiny Panel. The Panel had stressed the need for the targets in the Action Plan to be measurable. The Panel were also keen to see the introduction of a Supplementary Planning Document that would require the installation of electric vehicle charging points in all new homes, and believed that other authorities had introduced such a policy. The Panel had noted the comments about

Leisure World and felt it would be useful to benchmark Leisure World against a similar facility of a similar age. The scale of the change required to deal with the Climate Emergency must not be underestimated and conservation and environmental sustainability issues had to be at the heart of everything the Council did.

Councillor Cory, Leader of the Council and Portfolio Holder for Strategy, thanked the Conservation and Environmental Sustainability Task and Finish Group and officers for their work on the Action Plan. The comments of the Scrutiny Panel in respect of SMART targets would be considered further by the Task and Finish Group when the Action Plan was reviewed. In respect of the installation of electric vehicle charging points, it was not possible to make this mandatory at this stage and the Council's policy was as strong as it could be in the circumstances.

Councillor King, Portfolio Holder for Business and Resources, accepted there was a need for cultural change. However, progress was being made and all decision making reports were now required to address the conservation and environmental sustainability implications of the decision.

RESOLVED that:-

- (a) The findings set out in the Climate Action Planning Report prepared by the Carbon Trust (Appendix A of the Assistant Director's report) be noted.
- (b) The recommendations from the Conservation, Environment and Sustainability Task and Finish Group, as set out below, be approved.
 - (a) The Climate Emergency Action Plan be approved, subject to the inclusion and clarification of Scope 3 elements to the section entitled "Scope of the Carbon Emission Target".*
 - (b) The Climate Emergency Action Plan be kept under review and that the Council commit to a target in respect of additional Scope 3 emissions once measurement of this wider carbon footprint has been undertaken.*
- (c) The Climate Emergency Action Plan be **RECOMMENDED** to **COUNCIL** to note in accordance with terms of the motion on the Climate Emergency agreed in July 2019.
- (d) The recommendations from the Scrutiny Panel be noted.

REASONS

The Council has declared a climate emergency in recognition of the urgent need to take action to address global warming and the crisis being created by unavoidable climate change.

In declaring a climate emergency, the Council has made tackling climate change a New Strategic Priority and our initial Climate Emergency Action Plan (Appendix B) reflects this.

ALTERNATIVE OPTIONS

No alternative options were proposed, but it was open to Cabinet not to approve the

recommendations from the Task and Finish Group.

412. 2020/21 Revenue Budget, New Strategic Priorities and the Medium Term Financial Forecast

The Assistant Director for Corporate and Improvement Services submitted a report a copy of which had been circulated to each Member together with the draft recommendation from the Scrutiny Panel meeting of 28 January 2020.

Councillor Davies, Chair of the Scrutiny Panel, attended and addressed Cabinet to introduce the recommendations from the Scrutiny Panel. In addition, the Panel had considered the wording in paragraph 6.12 of the report that the release of the latest installment of £350K had been postponed was incorrect and should be clarified going forward. The Panel had also discussed the Town Fund and the potential impact that this could have on strategic priorities if the bid should be successful.

Councillor King, Portfolio Holder for Business and Resources, thanked the Scrutiny Panel for their comments. It was acknowledged that further feasibility work was required on the New Strategic Priorities and this would be provided. There were a number of significant variables which could have an impact, including the Town Fund bid, and priorities would change as matters progressed. A further report would be submitted to Council alongside the budget report, providing further information.

Councillor Cory, Leader of the Council and Portfolio Holder for Strategy, explained that in respect of the wording of paragraph 6.12, it was accepted that the wording of the report should have stated that Council had not agreed to release the funds referred to in the report.

Councillor King presented the report. The budget report was an enabler that would allow the Council to meet its statutory requirements and its ambitious objectives. It was a prudent budget which would maintain sound reserves. The borrowing proposals were sound and were at the median level for local authority borrowing. The proposed Council tax rise was modest and the overall rise over recent years was well below the level of inflation.

RESOLVED that:-

- (a) The 2020/21 Revenue Budget and Medium-Term Financial Forecast as set out in Appendices A, G and H of the Assistant Director's report be approved.
- (b) The use of General Fund balances and reserves to make a £2.805m one off pension fund deficit payment for 2020/23 as set out in Section 7 of the Assistant Director's report be approved.
- (c) Revenue budget provision in 2020/21, 2021/22 and 2022/23 be made to meet the cost of the pension deficit payment for 2023/24 as set out in Section 7 of the Assistant Director's report.

- (d) The pension 'pass through' arrangement from April 2019 for Amphora employees as set out in Section 7 of the Assistant Director's report be approved and authority for completion of the final agreement be delegated to the Portfolio Holder for Business and Resources in conjunction with the section 151 Officer.
- (e) The allocation of £500k in the 2020/21 budget for the Local Plan be approved, noting that use will be dependent on the Planning Inspectorate hearing outcomes and the consequent way ahead for garden communities, North Essex Garden Communities Ltd or alternative approaches.
- (f) The Capital Strategy and Capital Programme set out in Appendix B of the Assistant Director's report be approved.
- (g) The budget resilience statement set out in Appendix D of the Assistant Director's report and the forecast level of reserves and balances set out in Appendix I of the Assistant Director's report be noted.
- (h) The Treasury Management Strategy Statement and prudential indicators set out in Appendix E of the Assistant Director's report be approved.
- (i) *RECOMMENDED to COUNCIL* the 2020/21 revenue budget requirement of £24,514k.
- (j) *RECOMMENDED TO COUNCIL* Colchester's element of the Council Tax at £195.57 per Band D property being an increase of £4.95 (2.6%).
- (k) Care leavers treatment as designated persons for council tax purposes removing any council tax liability be approved, in accordance with Section 13 of the Assistant Director's report.
- (l) The 2020/21 implementation agreed in 2019 Budget Setting of a 200% council premium for properties empty over five years be noted.
- (m) The recommendations from the Scrutiny Panel be accepted.

REASONS

The Council is required to determine its annual budget requirement and set a council tax by 11 March preceding the new financial year.

The Chief Finance Officer must report to the Authority on the robustness of the estimates used to calculate its budget requirement and the adequacy of the proposed reserves.

ALTERNATIVE OPTIONS

No alternative options were proposed.

413. Increasing the Supply of Affordable Housing – 100 Homes Project

The Assistant Director for Place and Client Services submitted a report a copy of which had been circulated to each Member.

Greg Edwards addressed Cabinet pursuant to the provisions of Meetings General Procedure Rule 5(1) to express his support for the 100 Homes Project. There was a national and local housing crisis. Due to barriers imposed by the government, Councils could not build sufficient social housing to meet housing need. This was an excellent scheme that would facilitate the provision of housing to vulnerable residents.

Councillor Pearson attended and with the consent of the Chairman addressed the Cabinet to support the 100 Homes Project. There were 3000 people on the housing needs register, so whilst this scheme was welcomed, it would not address the overall need. The Cabinet should do all it could to seek an assurance from central government that Councils would be permitted to build social housing themselves. This was the only way to meet the housing need on the scale required.

Councillor Fox, Portfolio Holder for Housing, introduced the report. This was one of a number of schemes through which the Council was seeking to address housing need. This was a particularly innovative scheme which worked around the constraints that central government imposed on local authorities. The properties would be managed by Colchester Borough Homes, which would ensure they were maintained to a good standard. As the properties would not be funded via the Housing Revenue Account, they would not be subject to Right to Buy which was a further advantage.

RESOLVED that:-

- (a) The addition to the capital programme for the acquisition of approximately 100 local homes at market rates be approved
- (b) It be agreed to assist with the setting up of a new charity whose charitable aim will be to work to reduce homelessness in Colchester and the approval of any associated expenditure, which will be fully recovered, be delegated to the Assistant Director for Place and Client Services.
- (c) The Council enter into a limited liability partnership (LLP) with the new charity "Hollytree's Homes" for the purpose of managing genuinely affordable local homes.
- (d) The long-term leasing of the acquired homes to the limited liability partnership for a minimum of 80 years be approved.
- (e) The granting of up to £2 million of retained right to buy receipts, affordable new homes bonus and affordable housing commuted sums to the limited liability partnership to use to increase designated affordable housing for borough residents be approved.
- (f) Initial rent levels for the homes, as dictated by the lease with the limited liability partnership, be no more than the Local Housing Allowance to ensure that they are genuinely affordable for local residents.
- (g) Authority be delegated to the Chief Finance Officer/section 151 Officer, in

consultation with the Portfolio Holder for Business and Resources, to finalise the funding arrangements that will enable the limited liability partnership to obtain its long leasehold interest.

REASONS

There are currently just under 3,000 households on the Council's Housing Register seeking affordable housing. The Council continues to seek new and innovative ways to increase the supply of affordable housing and provide good quality, affordable and stable homes for Colchester's residents who are in housing need.

The use of a charity led LLP enables the Council to maximise the use of retained Right to Buy receipts, affordable housing new homes bonus and commuted sums to secure far more affordable homes than just using this funding on its own and to do so at pace. The proposed lease solution ensures that the homes remain genuinely affordable and are offered on a longer-term basis than other solutions to provide households with greater future certainty and security. The lease structure also ensures that the Council retains the freehold or long leasehold interest in the homes and can benefit from any future capital appreciation or additional revenue income.

By matching the future repayment of the funding of the acquisition of the homes to expected rental income profile, the LLP is being financed in the most cost effective way. This funding will come via an institutional investor with a lower initial cost that increases by inflation over the duration of the agreement.

The lease and funding structure will enable a small financial surplus to be generated by the LLP which will flow back to the Council as rent under the lease. This surplus will contribute to funding front line services for Colchester residents.

ALTERNATIVE OPTIONS

The Council could do nothing however, as detailed in section 5 of the report, with rising homelessness pressures resulting in reduced lifetime outcomes for the affected households and the financial impact for the Council, this is not considered a realistic option.

The Council could extend its own acquisition programme within the Housing Revenue Account (HRA). However, this would require additional borrowing within the HRA, along with subsidy from other sources such as Right to Buy receipts. This would need to be justified by a business case under the prudential borrowing regime. Any solution delivered in the HRA can potentially be affected by central government policy regarding rent levels, tenancy types and changes to the right to buy rules. The LLP solution, as it is not constrained by central government rent policies, offers much greater future flexibility on the use of the homes and rent levels.

The Council could set up a community benefit society (CBS) or a wholly owned company (in addition to the existing wholly owned companies the council has setup). Both of these have been explored and discounted because the CBS model would see the CBS take

ownership of the assets meaning it benefits from any increases in the value of the homes and that the Council would not have any mechanism to control the use of the assets or rent levels in the longer term. The wholly owned company model has been discounted because the Council has already undertaken significant borrowing to then on-lend to its companies and any additional borrowing would further expose the Council; as any new company would be wholly owned it would not be able to benefit from the subsidies available such Right to Buy receipts that the Council can make available and improve the viability of the model. It would also be a less tax efficient model than the LLP, reducing the financial benefit that can be achieved.

414. Housing Revenue Account Estimates 2020-21

The Assistant Director for Place and Client Services submitted a report a copy of which had been circulated to each Member.

RESOLVED that:-

- (a) The 2020/21 HRA revenue estimates as set out in Appendix A of the Assistant Director's report be approved.
- (b) The dwelling rents as calculated in accordance with central Governments rent policy (set out in paragraph 5.8 of the Assistant Director's report) be approved.
- (c) The HRA revenue funded element of £6,962,500 included within the total management fee for Colchester Borough Homes (CBH) (set out in paragraph 5.15 of the Assistant Director's report) be approved.
- (d) The revenue contribution of £2,716,000 to the Housing Investment Programme included in the budget (paragraph 5.31 of the Assistant Director's report) be noted.
- (e) The HRA balances position in Appendix B of the Assistant Director's report be noted.
- (f) The Medium Term Financial Forecast (MTFF) set out at Appendix C of the Assistant Director's report and the 30 Year HRA financial position set out at Appendix E of the Assistant Director's report be noted.

REASONS

Financial Procedures require the Assistant Director for Place and Client Services to prepare detailed HRA estimates for approval by the Cabinet, setting the new rent levels for the new financial year.

ALTERNATIVE OPTIONS

No alternative options were proposed.

415. Housing Investment Programme 2020/21

The Assistant Director for Place and Client Services submitted a report a copy of which had been circulated to each Member together with the recommendation from the Scrutiny Panel meeting of 28 January 2020.

RESOLVED that:-

- (a) The Housing Investment Programme for 2020/21 be approved.
- (b) The Capital Medium Term Financial Forecast (CMTFF) set out at Appendix A of the Assistant Director's report be noted.

REASONS

Each year as part of the process to agree the Council's revenue and capital estimates the Cabinet is required to agree the allocations to the Housing Stock Investment Programme. These allow for work to be undertaken to maintain, improve, and refurbish the housing stock and its environment.

Cabinet annually agree to accept a proposed 5 year Housing Investment Programme (HIP) in principle as the framework for procuring housing related planned works, improvements, responsive and void works and cyclical maintenance.

The proposed investment programme is linked to the Asset Management Strategy (AMS) and reviewed annually in the light of available resources and for each annual allocation to be brought to Cabinet for approval as part of the overall HIP report.

The Colchester Borough Homes (CBH) Board have considered the content of the Cabinet report submitted and is now seeking approval for the 2020/21 Capital programme.

The Assistant Director's report seeks the release of funds under grouped headings as described in the AMS and supported by the Management Agreement dated 9th August 2013, which governs the contractual relationship between Colchester Borough Council (CBC) and CBH.

ALTERNATIVE OPTIONS

No alternative options were proposed.

416. Award of Housing Adaptations Contract

The Assistant Director for Place and Client services submitted a report a copy of which had been circulated to each Member.

RESOLVED that:-

- (a) A contract be awarded to Barron's Building Services to undertake adaptations of the existing housing stock to meet specific needs for specific residents as set out in the Assistant Director's report, for a duration of 2 years with an option to extend for up to 2 additional years in 12-month stages (2+1+1 years).

(b) In the event that the recommended contractor cannot commence work then the contract will be awarded to the next contractor.

REASONS

Under the Council's constitution contracts with a value of over £500,000 require Cabinet approval unless otherwise delegated.

Following an invitation to tender and evaluation of the submitted bids against the published criteria Barron's Building Services submitted a tender, which passed the criteria for being able to deliver against the specification and offers the best financial position to the Council compared to other tenders.

ALTERNATIVE OPTIONS

To award a contract to an alternative bidder, would almost certainly result in legal challenge as the tender results are from an open procurement process and would not provide the Council with the best tendered bid as judged against the defined criteria.

Re-tender the service, however the commencement of this contract is planned for February 2020 and repeating the procurement exercise would delay the start of this works provision.

417. Use of the Council's "HRA Estate" to Facilitate Significant Inward Investment in Broadband Infrastructure

The Assistant Director for Place and Client Services submitted a report a copy of which had been circulated to each Member.

Councillor Fox, Portfolio Holder for Housing, introduced the report and highlighted the £10 million investment VX would be making in the borough. This would give access to ultra-fast connectivity to residents in social housing at affordable rates. Councillor King, Portfolio Holder for Business and Resources, paid tribute to the work of Council officers for securing this innovative investment. This demonstrated that Colchester was seen as a key destination for commercial companies looking to innovate.

RESOLVED that:-

(a) The Broadband deployment proposals outlined by VX on a commercial basis as described in the Assistant Director's report be agreed.

(b) Colchester Amphora Trading Ltd (CATL) be appointed to act on behalf of the Council, to draw up Heads of Terms for a cooperation agreement with VX which delivers the best commercial outcomes from a joint approach to infrastructure deployment, as part of the Borough's Local Full Fibre Network and wider Digital Strategy deployments.

(c) Authority to agree and enter into the lease arrangements with VX, with any necessary consents, for the placement of equipment on the Council's HRA property be

delegated to the Assistant Director for Place and Client Services, in consultation with the Portfolio Holder for Housing.

(d) Authority to agree any other resultant matters relating to the final details of the wider proposals, as described in the Assistant Director's report, be delegated to the Assistant Director for Place and Client Services, in consultation with the Portfolio Holder(s) for Commercial Services, and/or Resources, as relevant to the specific matters that may arise, having regard to their respective portfolios.

REASONS

VX, a Swedish technology company and digital infrastructure specialist, bring more than 20 years' experience building and operating full fibre FTTP (fibre-to-the-premises) open access networks globally. The company "mission" is "to create value in the community in which we live and work, to help individuals, businesses and the community as a whole to gain their digital freedom". VX's key differentiator is a partnership approach with local authorities in deploying FTTP networks that serves the entire community.

Building on their existing operations across Europe, South Africa and South-East Asia, VX is entering the UK market and is already building a large fibre optic network together with Stoke City Council across the Potteries. It wishes to target Colchester as its second UK deployment, ahead of Bristol and later, up to 7 more cities. The opportunities presented to the Council by the VX proposals are unique and unlikely to be repeated from any other commercial fibre operator. They will deliver both commercial and practical benefits, serving the Council's and residents' interests for many years to come.

Taken together with the core network built using the LFFN funding, the VX investment will greatly enhance the availability and take-up of future-proof, full-fibre broadband in the Borough and will solve one of the most significant challenges inherent in fibre deployments (how to extend a core network to reach end users – the so-called "final drop" connections).

ALTERNATIVE OPTIONS

The Council could decide not to enter into an agreement at all, or not to enter into an agreement to use the properties within the HRA estate; however, this would delay or obstruct the social and economic benefits set out in the main report and would not deliver the significant inwards investment proposed at this time.

Some areas that will benefit from the use of HRA properties are more disadvantaged areas, and places where the faster broadband connections would otherwise not be available to residents for some time, including some of our social housing tenants. Aside from the social value, it is also counterproductive to the aim that the infrastructure deployed using LFFN funding is commercialised as quickly as possible to start generating growing revenues for the Council; where the VX proposals will enable this.

CATL has engaged over the past two years with the major telecoms operators, including the builders of urban fibre optic networks, such as City Fibre, Hyperoptic and Gigaclear. Colchester does not offer the scale required for their deployments, although Gigaclear will be working to deliver ultrafast connectivity in the rural parts and is already connecting a

small number of customers in them.

The Council could continue to use the Government's gigabit voucher scheme to carry out "final drop" connections (connecting from the curtilage of a property to the end customer). While this has worked successfully on a small scale, it does not provide the level of revenue needed for the mass densification of the network and its commercial transformation into a major revenue stream for the Council over the longer-term.

418. Digitalisation of the CCTV Network

The Assistant Director for Place and Client Services submitted a report a copy of which had been circulated to each Member.

Gary Mac addressed the Cabinet pursuant to the provisions of Meetings General Procedure Rule 5(1). He was a member of the Williams Walk and surrounding area Neighbourhood Watch Committee. The Cabinet should consider installing a CCTV camera in Williams Walk. In view of its location and layout it had become a hotspot for drug dealing and other criminality and anti-social behavior, and the provision of CCTV coverage would help address these issues.

Councillor Lilley, Portfolio Holder for Communities, Wellbeing and Public Safety, indicated that he was aware of the issues in and around Williams Walk. He would be happy to meet Mr Mac to discuss the issues further but it was anticipated the CCTV coverage would be extended into the Dutch Quarter.

Councillor Higgins, Portfolio Holder for Commercial Services, introduced the report. The installation of a new digital network would give an opportunity to extend the CCTV network across the town centre, including the Dutch Quarter. This would improve the safety of residents. It was anticipated that the extension of CCTV to rural areas would be looked at as part of a future project.

RESOLVED that:-

- (a) The upgrading of the CCTV system as set out in the Assistant Director's report be approved and Colchester Amphora Trading Ltd be instructed to deliver this project for the Council.
- (b) Additional financial provision of up to £250,000 be made available in the CCTV capital budget, during 2020/2021.
- (c) Further decisions related to any related contractual arrangements, legal agreement, financial management, procurement processes, or contract award be delegated to the Assistant Director Place and Client Services in consultation with the Portfolio Holder for Commercial Services.

REASONS

The Council supports initiatives that will make the Town Centre cleaner, safer and more welcoming to visitors and residents alike. The investment will provide the Town Centre with a legacy that will provide long term benefits. The new CCTV system will help prevent and

detect crime, provide quality evidence to the police for prosecutions and manage emergencies and major incidents.

Colchester's existing CCTV system is an old analogue system that will not remain fit for purpose. The system is experiencing regular breakdowns with repairs proving to be uneconomic and unsustainable in terms of availability of parts. The analogue system is burdened with the cost of a significant annual service agreement, repairs and replacement of old technology and a significant energy bill all of which can be reduced to partly repay the investment in this much needed upgrade.

ALTERNATIVE OPTIONS

Not to upgrade the CCTV system; however, this would miss a once only opportunity to maximised efficiencies in delivery alongside the LFFN Broadband project; it would also mean that the system would not be as good, coverage would not be increased, and the CCTV would remain more expensive to maintain, and would be increasingly prone to failure. This would not realise the economic and social benefits of upgrading the system at this time.

Decommissioning the CCTV system entirely would provide a saving in terms of operational costs and maintenance, but this would be dwarfed by increased costs in other Council services, partner agencies and businesses from removal of this deterrent to crime and ASB. Removal of the service would be likely to have a significant negative impact on Community Safety in the borough and the Council's strategic relationship with key partners, both in terms of loss of coverage in the areas covered by the existing system and the opportunity cost of failing to improve and increase coverage as proposed in the Assistant Director's report.

419. Updates to the Events Policy

The Assistant Director for Place and Client Services submitted a report a copy of which had been circulated to each Member.

RESOLVED that:-

- (a) The revised Colchester Borough Council Events Policy in Appendix A of the Assistant Director's report be approved and adopted.
- (b) Authority to agree any future updates to the Events Policy be delegated to the relevant Portfolio Holder (as set out in the Scheme of Delegation to Councillors at such a time as they may be necessary).

REASONS

To ensure that the Council has an up to date Events Policy that sets out adopted guidance for events held in Colchester. To help ensure that all events at Council venues, or where the Council can control them, are operated in a satisfactory and consistent manner.

ALTERNATIVE OPTIONS

Not to adopt an updated Events Policy; but this would mean that the Council would continue to operate a Policy that is already over 3 years old.

Not to delegate further updates to the Events Policy to a Portfolio Holder; but this would mean that all changes to the Policy, no matter how small, would continue to need a Cabinet decision (which may be disproportionate in many practical examples).

420. Safeguarding Policy and Suicide Protocol

The Assistant Director for Communities submitted a report a copy of which had been circulated to each Member.

Councillor Fox, Portfolio Holder for Housing, stressed the importance of the Safeguarding Policy and Suicide Protocol, which helped ensure that officers had the tools and processes to deal effectively with the most vulnerable residents.

RESOLVED that:-

(a) The revised Safeguarding Policy (Version 7) be approved and authority for minor amendments be delegated to the Assistant Director for Communities in consultation with the relevant Portfolio Holder.

(b) The revised Suicide Protocol (Version 2) be approved and authority for minor amendments be delegated to the Assistant Director for Communities in consultation with the relevant Portfolio Holder.

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RECOMMENDED TO COUNCIL that:-

(a) The revised Safeguarding Policy (Version 7) be adopted into the Policy Framework and that the Safeguarding Policy be reviewed formally every five years (unless there is a major change to legislation or approach).

(b) The revised Suicide Protocol (Version 2) be adopted into the Policy Framework and that the Suicide Protocol be reviewed formally every five years (unless there is a major change to legislation or approach).

REASONS

By reviewing and approving the revised Safeguarding Policy and Suicide Protocol, Cabinet will assist the Council in meeting its legal duties.

ALTERNATIVE OPTIONS

No alternative option was proposed as this was a statutory requirement.

421. Youth Zones Sports and Social Centres

Minute 43 of the Policy and Public Initiatives Panel meeting of 27 November 2020 was submitted to Cabinet, a copy of which had been circulated to each Member.

RESOLVED that:-

- (a) A forensic 'deep-dive' examination of potential funding for a Colchester Youth Zone, to ensure sustainability of both capital and revenue funding be undertaken;
- (b) Options for partnership working on a Colchester Youth Zone be explored, with priority given to securing the partnership and support of Essex County Council;
- (c) The potential impacts that a Colchester Youth Zone would have within the Borough be assessed, including impacts on reducing antisocial and criminal behaviour, improving health, skills and life opportunities for young people and long-term benefits for the wider communities of the Borough.

REASONS

As set out in detail in the minute from the Policy and Public Initiatives Panel.

ALTERNATIVE OPTIONS

It was open to Cabinet not to agree the recommendations from the Policy and Public Initiatives Panel to amend the recommendations.

422. 2019 - 2020 Half Year Performance Report including progress on 2018-2021 Strategic Plan Action Plan

The Chief Operating Officer submitted a report a copy of which had been circulated to each Member.

RESOLVED that:-

- (a) The performance described in the Chief Operating Officer's report demonstrating the organisation's ability to operate effectively and achieve its strategic goals be noted.
- (b) The Reporting Timetable covering 2019-2020 be noted, specifically the dates for setting KPI targets for 2020-2021.

REASONS

To review 'amber' and 'red' KPI performance for 2019 – 2020.

ALTERNATIVE OPTIONS

No alternative options have been presented to Cabinet.

423. Holy Trinity Church

Minute 41 of the Heritage and Tourism Task and Finish Group meeting of 9 December 2019 was submitted to Cabinet, a copy of which had been circulated to each Member.

RESOLVED that that funding be made available for a feasibility study to determine the extent of works required to renovate Holy Trinity Church.

REASONS

The first step in moving the site forwards and potentially bring it back into use was to obtain a detailed feasibility study, as without this the extent of any works necessary to renovate the building would not be known, limiting any future use – either community or commercial.

ALTERNATIVE OPTIONS

It was open to Cabinet not to make funding available for a feasibility study to determine the extent of the works required to renovate Holy Trinity Church.

424. Claudius Gateway

The Assistant Director for Communities submitted a report a copy of which had been circulated to each Member.

RESOLVED that the situation in respect of Claudius Gateway be reviewed and the Cabinet engage in further talks with Surya Foods to help look at options and find a way to ensure that the historic site remains open to the public and to involve the Business Improvement District in those discussions.

REASONS

To ensure continued public access to the ruins of the Claudius Gateway.

ALTERNATIVE OPTIONS

No alternative options are proposed, but it was open to Cabinet not to agree to the recommendation from the Heritage and Tourism Task and Finish Group.

425. Business Rates Relief Policy 2020

The Assistant Director for Customers submitted a report a copy of which had been circulated to each Member.

Sam Preston, Customer Business Manager, introduced the Business Rates Relief Policy. The aim was to streamline the policy and remove the much of the technical language so it was easier to understand. Most discretionary relief rates were being maintained at a broadly similar level. The aim was to use temporary relief where possible. Discretionary relief was also now provided to carbon neutral businesses.

Councillor King, Portfolio Holder for Business and Resources, stressed the benefits of the new policy, which should be clearer and therefore be simpler for both customers and officers to administer. The discretionary relief provided for carbon neutral business was indicative of the culture change in the Council in respect of the climate emergency and sustainability issues through the organisations

RESOLVED that:-

- (a) The Business Rates Relief Policy 2020-25 be approved and adopted.
- (b) An annual review of the Business Rates Relief Policy be undertaken.

REASONS

The policy has been designed to maximise the benefit of any government funded reliefs locally, this will enable the Business Rates Team to proactively award relief if a business meets the minimum criteria as set by government.

The policy provides discretionary relief whilst balancing the cost of relief locally against funding needed to support local services. In addition, a new criterion for discretionary relief seeks to support the Council's strategic objectives by incentivizing businesses to become carbon neutral.

ALTERNATIVE OPTIONS

It was open to Cabinet to reject or amend the Business Rates Relief Policy.

426. Tender of Internal Audit Contract

The Assistant Director of Corporate and Improvement Services submitted a report a copy of which had been circulated to each Member.

RESOLVED that the authority to appoint a contractor for the Council's Internal Audit service following a procurement exercise be delegated to the Portfolio Holder for Business and Resources.

REASONS

The value of the current contract falls below the threshold for a key decision. However, it is anticipated that there may be an increase in the contract cost, taking it over the threshold. Therefore, it is felt appropriate to seek prior approval for the authority to be delegated to the Portfolio Holder for Business and Resources.

ALTERNATIVE OPTIONS

Delay the decision to appoint the contractor until the Cabinet meeting on 11 March 2020, which would result in the appointment not being confirmed until 25 March 2020.

If there is a change in supplier this will result in a shortened handover period and it may

not be possible to ensure that the full Internal Audit programme is in place for the 1 April 2020.

427. Request for Delegated Authority to Agree the Award of a Contract

The Assistant Director for Corporate and Improvement Services submitted a report a copy of which had been circulated to each Member.

RESOLVED that authority for approval of the award of the contract to the Recommended Bidder for the supply and management of the leased ICT devices be delegated to the Portfolio Holder for Customer, in consultation with the Assistant Director, Corporate and Improvement Services.

REASONS

The Council needs to invest to replace aging desktop and laptops. The proposed leasing approach enables the council to refresh and standardise equipment for managed monthly costs; ensuring always up to date, secure devices that are managed and secure, and support the Council's stated ways of digital working.

Delegation of the decision to the Portfolio Holder enables the Council to proceed in line with proposed timescales for procurement.

ALTERNATIVE OPTIONS

There is no nil cost, nil investment option as the existing equipment is end of life and requires replacement. Replacing existing devices on a 'like for like' basis would not enable the modern way of working, nor provide value. Replacing on a like for like basis would still carry a significant investment.

The Council could procure new devices rather than enter into a fully managed lease agreement, however this approach would bring no value in terms of supply, maintenance, whole life cost, or service.

428. Amendment to the Scheme of Delegation to Officers

The Assistant Director for Corporate and Improvement Services submitted a report a copy of which had been circulated to each Member.

RESOLVED that the amended Leader of the Council's Scheme of Delegation to Officers attached at Appendix 1 of the Assistant Director's report, which came into effect on 6 January 2020, be noted.

REASONS

The Leader of the Council's Scheme of Delegation to Officers requires amending to reflect changes in responsibilities within the Senior Management Team.

ALTERNATIVE OPTIONS

No alternative options were presented.

429. Progress of Responses to the Public

The Assistant Director, Policy and Corporate submitted a progress sheet a copy of which had been circulated to each Member.

RESOLVED that the contents of the Progress Sheet be noted.

REASONS

The progress sheet was a mechanism by which the Cabinet could ensure that public statements and questions were responded to appropriately and promptly.

ALTERNATIVE OPTIONS

No alternative options were presented to the Cabinet.

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.

430. Award of Housing Adaptations Contract

The Assistant Director for Place and Client services submitted a not for publication appendix to the report, a copy of which had been circulated to each Member.

RESOLVED that the not for publication appendix to the Assistant Director's report be noted.

REASONS

As set out in minute 416.

ALTERNATIVE OPTIONS

As set out in minute 416.



Cabinet

11 March 2020

Report of

Chief Operating Officer

Author

Dan Gascoyne
☎ 505861

Title

The Better Colchester Strategic Plan 2020-23

**Wards
affected**

1 Executive Summary

- 1.1 This report concerns the draft Strategic Plan 2020-23 (attached). The Strategic Plan sets the priorities for the borough and the Council for the next three years. The current Strategic Plan was published in February 2018 and is set to run to 2021.
- 1.2 Following the unanimous decision of the Council to declare a climate emergency in July 2019, and the New Strategic Priorities agreed as part of the Council's budget strategy and 2020-23 year Medium Term Financial Forecast in February 2020, the Strategic Plan needs to be reviewed and replaced.
- 1.3 The Strategic Plan is one of the core statutory elements of the Council's Policy framework, as set out in Article 4 of the Council's Constitution. It must therefore be adopted by full Council.
- 1.4 The Strategic Plan sets the framework for the Council's three-year Medium Term Financial Forecast and its Capital Programme agreed at Full Council in February.
- 1.5 This new Strategic Plan addresses the key challenges facing the borough by describing 21 priorities organised against five strategic themes which collectively form the Council's vision and reflect the priorities agreed by the Council in 2019/20:
 - Tackling the climate challenge and leading sustainability
 - Creating safe, healthy and active communities
 - Delivering homes for people who need them
 - Growing a fair economy so everyone benefits
 - Celebrating our heritage and culture.
- 1.6 For the first time, this proposed new Strategic Plan goes further and sets out the key goals by which success will be measured, together with a clear set of

commitments that will be delivered in the first year of the Plan. These will form the basis for the Strategic Plan Action Plan.

2 Recommended Decisions

- 2.1 To note the progress made in delivering the 2018-21 Strategic Plan and agree that it needs to be refreshed to reflect the Council's priorities.
- 2.2 To agree the Strategic Plan 2020-23 and recommend to full Council that it be adopted.

3 Reason for the Decision

- 3.1 To enable the Strategic Plan 2020-23 to be agreed and adopted.

4 Alternative Options

- 4.1 The current Strategic Plan expires at the end of 2020-21 but does not reflect significant new priorities agreed by the Council as part of setting its budget strategy and Medium-Term Financial Forecast. Crucially the current Strategic Plan does not reflect the unanimous decision by Full Council to declare a Climate Emergency.
- 4.2 A new plan is required and needs to be adopted by full Council. The absence of a relevant Strategic Plan would create a significant risk of the Council failing to identify and deliver on its core priorities.

5 Background

- 5.1 The Council's Strategic Plan describes the organisation's view of the main priorities for the borough. It covers a three-year time span, although many of the issues it addresses are long-term in nature.
- 5.2 The Strategic Plan 2020-23 sets out five strategic themes:
 - Tackling the climate challenge and leading sustainability
 - Creating safe, healthy and active communities
 - Delivering homes for people who need them
 - Growing a fair economy so everyone benefits
 - Celebrating our heritage and culture.
- 5.3 Each strategic theme includes several priorities, which address the key issues facing the borough and each priority includes key goals against which success will be measured, with commitments for delivery in year 1 to provide reassurance.

6 Equality, Diversity and Human Rights implications

- 6.1 The Strategic Plan 2020-23 will continue to support the importance of equality and diversity in all aspects of borough life.
- 6.2 The Equality Act requires councils to have an equality objective, and the new Plan does that throughout its themes and priorities. An Equality Impact Assessment is available to view on the website [here](#), or by following this pathway from the

homepage – Our Council>How the Council works>Equality and Diversity>Equality Impact Assessments>Corporate and Improvement>Strategic Plan 2020-23.

7 Strategic Plan References

- 7.1 The themes and priorities of the Strategic Plan 2020-23 will be reflected in officer reports to councillors following its adoption by full Council.

8 Publicity Considerations

- 8.1 The Strategic Plan is a key element of the Council's continued external engagement activity. The Council will continue to ensure promotion of strategic activity via new and existing communications channels including direct, in person, in the media, on social media platforms and on its website.
- 8.2 The Council will communicate at key milestones of strategic projects to promote a strong positive reputation for the borough, with half-year updates on the website.

9 Financial implications

- 9.1 The Strategic Plan sets the framework for the Council's three-year Medium Term Financial Forecast and its Capital Programme. The priorities in the proposed Strategic Plan reflect the new strategic priorities agreed by the Council through setting its budget strategy and 2020-23 Medium Term Financial Forecast and provide a clear, coherent framework for future years.
- 9.2 The financial implications of delivering the Strategic Plan priorities are incorporated into the annual budgeting process.

10 Community Safety Implications

- 10.1 Community Safety remains a key component in this Strategic Plan. This is clearly identified in the "Create safe, healthy and active communities" strategic aim, and the priority to "improve community safety".
- 10.2 The specific goals to address issues around community safety, and the prevention of crime and disorder include:
- Work with Essex police and other partners to reduce anti-social behaviour and tackle serious crimes
 - Improve cleanliness and community safety in the town centre
 - Upgrade and extend the CCTV network to reach more places.

11 Health and Safety Implications

- 11.1 There are no Health and Safety implications from the Strategic Plan.

12 Risk Management Implications

- 12.1 As action plans to deliver the Strategic Plan 2020-23 are developed, risks will be identified and addressed.
- 12.2 The absence of a Strategic Plan, or the retention of a Strategic Plan that is no longer fit for purpose, would create risks for the Council failing to deliver on its core priorities and use of resources.
- 12.3 The introduction of a new strategic plan, one year early, is a direct response to some of the key risks in the Strategic Risk Register, such as potential impacts on spending power and partnership delivery, and it will ensure that the whole organisation is focused a clearly understood, single set of priorities.

13 Environmental and Sustainability Implications

- 13.1 The Council has declared a Climate Emergency and has committed to being carbon neutral by 2030. This is one of the key reasons why the Strategic Plan needs to be replaced a year earlier than anticipated, to ensure that the Council's Strategic Plan reflects the urgency of this commitment.
- 13.2 This is clearly identified in the "Tackling the climate challenge and leading sustainability" strategic theme, and the priorities and goals within that.
- 13.3 It is expected that setting out such a clear commitment to the environment and sustainability, agreeing measurable goals and year 1 commitments will enable the Council to deliver real improvement and be held to account.

Appendices

Appendix 1: The draft Strategic Plan 2020-23.

Appendix 2: Summary of policy, research and consultation – examples of sources that have informed the draft Strategic Plan 2020-23.

The Better Colchester
Strategic Plan
2020–2023

Tackling the
climate challenge
and leading
sustainability

Creating safe,
healthy and
active
communities

Delivering homes
for people who
need them

Growing a fair
economy so
everyone
benefits

Celebrating our
heritage and
culture

Tackling the climate challenge and leading sustainability



PRIORITIES	2020–2023 GOALS
Respond to the Climate Emergency	<ul style="list-style-type: none"> • Deliver carbon reduction targets and achieve carbon neutrality by 2030 for the Council's services • Work with businesses and communities to reduce carbon dioxide emissions • Seek innovative solutions to achieve a zero-carbon Colchester
Conserve and enhance biodiversity	<ul style="list-style-type: none"> • End Glyphosate use in Council operations • Proactively work within communities to 're-wild' Colchester and help nature recover • Plant 200,000 trees over 5 years and green the Colchester Orbital
Minimise the environmental impact of waste management	<ul style="list-style-type: none"> • Reduce overall levels of waste through encouraging sustainable consumption and waste reduction • Improve our waste and recycling services, increase recycling and protect employee health & wellbeing • Explore options for decarbonising the Waste and Recycling fleet
Renewal of the River Colne	<ul style="list-style-type: none"> • Work with partners to develop and deliver a vision for the upper, middle and lower River Colne • Improve the environment of the Colne and access to the river
Improve walking and cycling around Colchester	<ul style="list-style-type: none"> • Work with partners to implement strategies and develop measures that reduce traffic in the town centre • Develop a new Cycling Strategy with partners and improve facilities and routes for cyclists and walkers • Work with partners to promote sustainable travel behaviours, healthier lifestyles and reduce car use • Ensure major regeneration projects put cycling and walking at the forefront of development
During 2020/21 we will	<ul style="list-style-type: none"> • Plant 20,500 trees through the Colchester Woodland Project • Test all Council decisions for their impact on Environment and Sustainability • Produce costed options to deliver the Climate Emergency Action Plan • Install Electric Vehicle Charging points in two locations and procure EV fleet where possible • Commence construction of the Northern Gateway Heat Network

Creating safe, healthy and active communities



PRIORITIES	2020–2023 GOALS
Building on community strengths	<ul style="list-style-type: none"> • Improve community facilities by building on existing assets (people and places) to enable communities to come together and encourage improved health and wellbeing • Encourage belonging, involvement and responsibility in all Colchester's communities and neighbourhoods • Maximise the utilisation of developer contributions (such as Section 106) to help fund community infrastructure
Provide opportunities for young people	<ul style="list-style-type: none"> • Work with partners to improve facilities, activities and engagement including a potential Youth Zone
Improve community safety	<ul style="list-style-type: none"> • Work with Essex police and other partners to reduce anti-social behaviour and tackle serious crimes • Improve cleanliness and community safety in the town centre • Upgrade and extend the CCTV network to reach more places
Tackle the causes of ill health and support our most vulnerable people	<ul style="list-style-type: none"> • Support initiatives which help to reduce pollution levels and improve air quality • Support public health campaigns including helping people to become more active. • Provide outstanding sports and leisure facilities and access to open spaces • Coordinate interventions that help children and young people to get the best start in life • Support people to live in homes that meet their needs

During 2020/21 we will	<ul style="list-style-type: none"> • Launch the Northern Gateway Sports Park • Adopt the new Local Plan following formal examination • Deliver the new Stanway community facility • Develop a full Business Case for a Youth Zone in Colchester • Work with partners to tackle domestic violence • Work in partnership with Essex County Council to support vulnerable people to live in homes that promote independence and wellbeing
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Delivering homes for people who need them



PRIORITIES	2020–2023 GOALS
Increase the number and quality of homes	<ul style="list-style-type: none"> • Deliver 30% affordable housing on all sites the Council's housing company develops • Deliver 380 affordable homes • 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 our sheltered housing for older people
Deliver jobs, homes and infrastructure to meet the borough's future needs by creating new communities	<ul style="list-style-type: none"> • Create Development Plan Documents for North Essex Garden Communities (NEGC) • Establish a Delivery Vehicle and investment for the next phase of the NEGC project • Develop the Colchester Northern Gateway as a sustainable place to live, work and play
Adopt a new Local Plan	<ul style="list-style-type: none"> • Ensure the Council has a good supply of land available for new homes • Create great places to live through the provision of new homes with facilities that support sustainable living and promote health and wellbeing
Prevent households from experiencing homelessness	<ul style="list-style-type: none"> • Work with partners to Implement the 2020-23 Homelessness and Rough Sleeping Strategy action plan • Intervene early to prevent homelessness and work in partnership with other organisations to sustain people's accommodation • Tackle rough sleeping
During 2020/21 we will	<ul style="list-style-type: none"> • Agree sites for development by Amphora Homes and undertake feasibility and viability assessments • Deliver the first mixed tenure housing site built by the Council at Creffield Road • Deliver 100% Council homes at Military Road (8 homes) • Deliver up to 16 new Council homes on the Council's garage sites • Initiate the '100 Homes' project

Growing a fair economy so everyone benefits



PRIORITIES	2020 – 2023 GOALS
Ensure all residents benefit from Colchester's economic growth	<ul style="list-style-type: none"> • Transform the town's Northern Gateway to improve health and fitness, jobs, housing and renewable energy • Tackle skills shortages working with businesses, University of Essex, Colchester Institute and other partners
Create an environment that attracts inward investment to Colchester and help businesses to flourish	<ul style="list-style-type: none"> • 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 a good supply of employment land and premises to attract new businesses and allow existing firms to expand and thrive • Encourage green technologies and innovative solutions to the Climate Emergency • Maximise the Social Value benefits derived from third party contracts
Work with partners to deliver a shared vision for a vibrant town	<ul style="list-style-type: none"> • Agree a Town Deal with partners and the Government to attract significant new investment • Collaborate with the town centre Business Improvement District (BID) • Continue to regenerate the town centre using Council assets, aligned private investment and the Town Deal and Town Investment Plan
Ensure the Council's assets continue to contribute to economic growth and opportunity	<ul style="list-style-type: none"> • Deliver a third phase 'Amphora' Office Development in Sheepen Road • Renew the Rowan House site to improve service delivery and generate income • Optimise commercial returns from the Council's property portfolio • Utilise our assets to increase Ultrafast Broadband coverage
During 2020/21 we will	<ul style="list-style-type: none"> • Consult on options for the Town Centre and River Colne visions • Agree the Town Deal bid submission with partners • Deliver the Local Full Fibre Network project • Work in partnership to support our Business Improvement District

Celebrating our heritage and culture



PRIORITIES	2020-2023 GOALS
Protect, enhance and celebrate Colchester's unique heritage	<ul style="list-style-type: none"> • Bring our history to life through the Heritage Live project • Enhance and promote our heritage
Agree and implement a new Cultural Strategy	<ul style="list-style-type: none"> • Work with partners to deliver a collaborative Cultural Vision and Ambitions for the borough • Agree the key milestones and investment necessary to deliver the strategy
Strengthen Colchester's tourism sector and welcome more visitors each year.	<ul style="list-style-type: none"> • Improve signage for key sites in the town centre • Promote Colchester's heritage and visitor attractions to increase visitor numbers and to support jobs • Expand the events programme to encourage more visitors and position Colchester as a destination for major events
Enhance our cultural assets	<ul style="list-style-type: none"> • Provide sustainable grant funding to support Mercury Theatre, Firstsite and Colchester Arts Centre • Identify further opportunities to improve the cultural offer for residents and visitors
During 2020/21 we will	<ul style="list-style-type: none"> • Develop and agree a new Cultural Strategy in collaboration with partners • Complete the Mercury Rising project • Light-up St Botolph's Priory • Introduce new interpretation and exhibitions that bring our heritage to life

The development of these priorities and the Strategic Plan is informed by a range of relevant information, data, surveys or consultations including: [Census data](#), [ONS data sources](#), [Essex Open Data](#), [Public Health Profiles](#), [indices of deprivation](#), [Colchester Joint Strategic Needs Assessment \(JSNA\) profile 2019](#).

This longer-term view is important in ensuring that the Strategic Plan takes due account of future needs such as population growth and diversity. Analysis is carried out by the Council’s Research and Engagement Team, and officers also keep abreast of policy developments at national/central government level.

We have also used the wide range of research and statistics available on the Council’s website [here](#), which include [key statistics for Colchester](#) and the [Authority Monitoring Report 2019](#) and the results of consultations which we have held on various subjects [here](#), and consultations on planning/the Local Plan [here](#).

As priorities are developed, so the objectives and outcomes will be shared and views sought, from potential partners, key stakeholders, councillors and the public. To deliver these shared priorities, the contribution of local stakeholders and other agencies will be particularly important where the Council must work with others and where their help and contributions may be sought.

Policy, research and consultation work is key to ensuring that the priorities remain relevant and take account of changing needs and issues locally, as well as the changing legislative, financial and policy context for local government. Illustrative examples by theme are shown on the following pages.

Residents’ views

These priorities are also underpinned by what residents told us during the development of the current and previous Strategic Plans:

- *“Colchester is a welcoming place and should continue to be so.*
- *They are positive about Colchester as a town and borough and see it a good place to live.*
- *They are proud of the long and prominent history of the town.*
- *They like the countryside surrounding Colchester, especially those with young children.*
- *They like the borough’s open spaces, particularly Castle Park and the events and activities that are held there.*
- *They believe being slightly further out of London helps Colchester maintain more of a rural image, yet still being connected to the heart of Essex and London.*
- *They understand the importance of ‘growth’ for the town and borough; but want infrastructure to keep pace with Colchester’s growth.*
- *They want the Council to play its part to maximise the availability of affordable housing.*
- *They want to maximise the availability of jobs and opportunities, especially younger people.*
- *They want the Council to support the most vulnerable in society, and to help reduce homelessness.*
- *They want the town centre to be more accessible and appealing; and recognise the Council cannot work on its own in dealing with the town centre challenges.*
- *They think the Council has an important role in facilitating healthier lives as part of the infrastructure improvements as the town grows.*
- *They are concerned about anti-social behaviour, particularly those living in urban areas.*
- *They are positive about the Council’s recycling services”.* [Strategic Plan 2018-21](#)

“We need to make more of our heritage; There need to be more opportunities for business; Transport and retail need to be improved; Growth needs to be managed and housing needs to be affordable; We need to be ambitious for the whole borough”. [Strategic Plan 2015-18](#)

Theme/priority	2020-2023 goals	Research	Policy
Tackling the climate challenge and leading sustainability			
Respond to the Climate Emergency	<ul style="list-style-type: none"> • Deliver carbon reduction targets and achieve carbon neutrality by 2030 for the Council's services • Work with businesses and communities to reduce carbon dioxide emissions reductions • Seek innovative solutions to achieve a zero-carbon Colchester 	<ul style="list-style-type: none"> • Clean air for Colchester survey • Air quality survey • Petrol and diesel car ban brought forward to 2035 • Air quality: Assessing progress towards WHO guideline levels of PM2.5 in the UK 	<ul style="list-style-type: none"> • Climate Emergency Action Plan. • Colchester Air Quality Action plan • Environmental Sustainability strategy • Carbon Management Plan 2016-2020 • Infrastructure evidence base for Local Plan • Greater Essex Growth and Infrastructure Framework • Minerals and waste planning policy (ECC) • CBC-commissioned energy market study for businesses • North Essex Energy Group established • Respecting our Past, Embracing our Future: - Strategy for Rural Essex, Essex Rural Partnership. <p>National</p> <ul style="list-style-type: none"> • Environment Bill -introduced to Parliament January 2020 • Strategic environmental assessment and sustainability appraisal • Clean Air Strategy 2019 • Clean growth strategy • A Green Future: Our 25 Year Plan to Improve the Environment • Objectively Assessed Housing Need Study 2016-2037 • Environment Agency, Forestry Commission, and Natural England outline a shared vision to use nature-based solutions to tackle the climate emergency. • Committee on Climate Change (CCC)- (at govt's request) • Land use: Policies for a Net Zero UK -CCC trees, carbon, waste • Towards an active nation – Sport England strategy
Conserve and enhance biodiversity	<ul style="list-style-type: none"> • End Glyphosate use in Council operations • Proactively work within communities to 're-wild' Colchester and help nature recover • Plant 200,000 trees over 5 years and green the Colchester Orbital 		<ul style="list-style-type: none"> • Infrastructure evidence base for Local Plan • Greater Essex Growth and Infrastructure Framework • Colchester Woodland Project • Use of Glyphosate herbicides to stop <p>National</p> <ul style="list-style-type: none"> • Environment Bill -introduced to Parliament January 2020 • Key issues in implementing policy to protect and enhance the natural environment, including local requirements • Natural capital assets check - Essex as case study - UK National Ecosystem Assessment (pollinators/weed killers)

			<ul style="list-style-type: none"> • RSPB - conservation and sustainability strategy • Living Landscapes – the Wildlife Trusts • Land use: Policies for a Net Zero UK -CCC report
Minimise the environmental impact of waste management	<ul style="list-style-type: none"> • Reduce overall levels of waste through encouraging sustainable consumption and waste reduction • Improve our waste and recycling services, increase recycling and protect employee health and wellbeing • Explore options for decarbonising the Waste and Recycling fleet 	Local authority collected waste management – annual results - 2018/19	<ul style="list-style-type: none"> • Waste Vision and Strategy • Greater Essex Growth and Infrastructure Framework • Minerals and waste planning policy (ECC) <p>National</p> <ul style="list-style-type: none"> • Government sets out plans to overhaul waste system • National Waste Strategy • Environment Bill -introduced to Parliament January 2020 • Strategic environmental assessment and sustainability appraisal • Land use: Policies for a Net Zero UK -food waste.
Renewal of the River Colne	<ul style="list-style-type: none"> • Work with partners to develop and deliver a vision for the upper, middle and lower River Colne • Improve the environment of the River Colne and access to the river 		<ul style="list-style-type: none"> • Greater Essex Growth and Infrastructure Framework • Respecting our Past, Embracing our Future: rural • Essex Rivers Hub and Coastal Essex– public/private partnerships <p>National</p> <ul style="list-style-type: none"> • Environment Bill -introduced to Parliament January 2020 • Government policy priorities for water – Institute for Water • Improving our management of water in the environment - DEFRA • Clean maritime plan: Maritime 2050 environment route map • Key issues in implementing policy to protect and enhance the natural environment, including local requirements -central govt • Areas of outstanding natural beauty (AONBs): designation and management – Natural England • Living Landscapes – the Wildlife Trusts • Conservation and sustainability strategy - RSPB
Improve walking and cycling around Colchester	<ul style="list-style-type: none"> • Work with partners to implement strategies and develop measures that reduce traffic in the town centre • Develop a new Cycling Strategy with partners and improve facilities and routes for cyclists and walkers • Work with partners to promote sustainable travel behaviours, healthier lifestyles and reduce car use 	Travel to work survey Indices of Multiple Deprivation (IMD) - Health Domain Walking for Health - NHS	<ul style="list-style-type: none"> • DEFRA Air Quality Project • Colchester Borough Cycling Action Plan • Essex Cycling Strategy • Essex Walking strategy • Infrastructure evidence base for Local Plan • Colchester travel to work patterns - where and how people travel to work • Colchester Local Plan Traffic Modelling Technical Report • Sustainable Solutions Connectivity North Essex Garden Communities Movement and Access Study

	<ul style="list-style-type: none"> • Ensure major regeneration projects put cycling and walking at the forefront of development 	<ul style="list-style-type: none"> • National drive to encourage 60 mins daily physical activity £2.4m for year-round sports activities 	<ul style="list-style-type: none"> • Local Transport Plan • Greater Essex Growth and Infrastructure Framework • Objectively Assessed Housing Need Study 2016-2037 • Colchester Ambassadors <p>National</p> <ul style="list-style-type: none"> • Air quality: Assessing progress towards WHO guideline levels of PM2.5 in the UK (central govt) • Reducing transport emissions - govt's Road to Zero strategy - developing, manufacturing and using zero emission road vehicles • Towards an active nation – Sport England strategy
Creating safe, healthy and active communities			
Building on community strengths	<ul style="list-style-type: none"> • Improve community facilities by building on existing assets (people and places) to enable communities to come together and encourage improved health and wellbeing • Encourage belonging, involvement and responsibility in all Colchester's communities and neighbourhoods • Maximise the utilisation of developer contributions (such as Section 106) to help fund community infrastructure 	IMD	<ul style="list-style-type: none"> • Greater Essex Growth and Infrastructure Framework – see pages 148-151 re S106, CIL and funding • Youth Service (ECC) • Stanway community facilities survey – example of S106 work to deliver community benefit <p>Respecting our Past, Embracing our Future: rural</p> <p>National</p> <ul style="list-style-type: none"> • Government announces £8m for vibrant new communities • Towards an active nation – Sport England strategy
Provide opportunities for young people	<ul style="list-style-type: none"> • Work with partners to improve facilities, activities and engagement including a potential Youth Zone 	IMD (Employment Domain) Employment in the UK (ONS)	<ul style="list-style-type: none"> • South Wing STEM Centre at the Colchester Institute's Colchester Campus (will enable hundreds more adults and young people to prepare for careers in construction, science and engineering. • Greater Essex Growth and Infrastructure Framework • University of Essex - named as University Enterprise Zone • Youth service (ECC) • Respecting our Past, Embracing our Future: rural • Colchester Ambassadors • Community360 - volunteering opportunities <p>National</p> <ul style="list-style-type: none"> • Towards an active nation – Sport England strategy
Improve community safety	<ul style="list-style-type: none"> • Work with Essex police and other partners to reduce anti-social behaviour and tackle serious crimes 	<ul style="list-style-type: none"> • IMD – Crime Domain 	<ul style="list-style-type: none"> • £25m Safer Streets plan tackles crime hotspots • Essex Police Rural Crime Strategy • Respecting our Past, Embracing our Future: rural

	<ul style="list-style-type: none"> • Improve cleanliness and community safety in the town centre • Upgrade and extend the CCTV network to reach more places 	<ul style="list-style-type: none"> • Essex Crime Statistics from Essex Police 	National Towards an active nation – Sport England strategy
Tackle the causes of ill health and support our most vulnerable people	<ul style="list-style-type: none"> • Support initiatives which help to reduce pollution levels and improve air quality • Support public health campaigns including helping people to become more active • Provide outstanding sports and leisure facilities and access to open spaces • Coordinate interventions that help children and young people to get the best start in life • Support people to live in homes that meet their needs 	<ul style="list-style-type: none"> • Colchester Profile; Public Health England • IMD - (health deprivation) • Institute of Social and Economic Research (ISER) - University of Essex research into health inequalities 	<ul style="list-style-type: none"> • East Suffolk and North Essex health strategy 2019-24 - NHS • Give councils powers to tackle indoor air pollution, urge medical bodies • Greater Essex Growth and Infrastructure Framework • Playing Pitch Strategy and Action Plan 2015-2025 • Indoor Sports Facilities Strategy and Action Plan 2015 -2037 • Respecting our Past, Embracing our Future: rural National <ul style="list-style-type: none"> • Towards an active nation – Sport England strategy • Health matters: physical activity – Public Health England
Delivering homes for people who need them			
Increase the number and quality of homes	<ul style="list-style-type: none"> • Deliver 30% affordable housing on all sites the Council's housing company develops • Deliver 380 affordable homes • 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 our sheltered housing for older people 	<ul style="list-style-type: none"> • IMD (barriers to housing and services deprivation and living environment deprivation) 	<ul style="list-style-type: none"> • Authority Monitoring Report 2019 – homes • Greater Essex Growth and Infrastructure Framework • Evidence Base - Emerging Local Plan 2017-2033 • Evidence Base - Adopted Local Plan 2004-2020 • Colchester Infrastructure Delivery Plan • Objectively Assessed Housing Need Study 2016-2037 • North Essex Economic Strategy developed through a partnership of Braintree District, Colchester Borough, Essex County, Tendring District and Uttlesford District Councils (Cabinet Nov 2019) • Colchester Rapid Transit - Strategic Outline Business Case • Community Infrastructure Levy - review of evidence base • Sustainable Solutions Connectivity North Essex Garden Communities Movement and Access Study • Garden Community plans could support more than 21,000 jobs by 2050 - Centre for Economic and Business Research (CEBR)
Deliver jobs, homes and infrastructure to meet the borough's future	<ul style="list-style-type: none"> • Create Development Plan Documents for North Essex Garden Communities (NEGC) 		<ul style="list-style-type: none"> • Authority Monitoring Report 2019 – CBC's planning policy objectives + indicators for the Local Plan's thematic areas of transport and accessibility; environment and rural communities; and energy, resources, waste water and recycling + statistics on population, homes, economy, employment and environment.

needs by creating new communities	<ul style="list-style-type: none"> Establish a Delivery Vehicle and investment for next phase of the NEGC project Develop the Colchester Northern Gateway as a sustainable place to live, work and play 		<ul style="list-style-type: none"> Greater Essex Growth and Infrastructure Framework Evidence Base - Emerging Local Plan 2017-2033 Colchester Infrastructure Delivery Plan Objectively Assessed Housing Need Study 2016-2037 North Essex Economic Strategy -Braintree, Colchester, Essex, Tendring and Uttlesford councils (Cabinet Nov 2019) Colchester Rapid Transit - Strategic Outline Business Case Community Infrastructure Levy - review of evidence base Sustainable Solutions Connectivity North Essex Garden Communities Movement and Access Study Garden Community plans could support more than 21,000 jobs by 2050 - Centre for Economic and Business Research (CEBR)
Adopt a new Local Plan	<ul style="list-style-type: none"> Ensure the Council has a good supply of land available for new homes Create great places to live through the provision of new homes with facilities that support sustainable living and promote health and wellbeing 		<ul style="list-style-type: none"> Greater Essex Growth and Infrastructure Framework Infrastructure evidence base for Local Plan Authority Monitoring Report 2019 Evidence Base - Emerging Local Plan 2017-2033 Government announces £8m for vibrant new communities Respecting our Past, Embracing our Future: rural
Prevent households from experiencing homelessness	<ul style="list-style-type: none"> Work with partners to implement the 2020-23 Housing and Homelessness Strategy action plan Intervene early to prevent homelessness and work in partnership with other organisations to sustain people's accommodation Tackle rough sleeping 	<ul style="list-style-type: none"> (IMD – Income Domain, Barriers to Housing and Services Domain) Homelessness Statistics 	<ul style="list-style-type: none"> Housing Asset Management Strategy East Suffolk and North Essex health strategy 2019-24 Respecting our Past, Embracing our Future: -rural National Jobcentres to receive new £3m fund to support homeless people Funding for 83 Councils to tackle homelessness Rough Sleeper Initiative - MHCLG funding
Growing a fair economy so everyone benefits			
Ensure residents benefit from Colchester's economic growth	<ul style="list-style-type: none"> Transform the town's Northern Gateway to improve health and fitness, jobs, housing and renewable energy Tackle skills shortages working with businesses, University of Essex, Colchester Institute and other partners 	<ul style="list-style-type: none"> IMD 	<ul style="list-style-type: none"> Greater Essex Growth and Infrastructure Framework North Essex Economic Strategy --(Cabinet Nov 2019) Playing Pitch Strategy and Action Plan 2015-2025 Indoor Sports Facilities Strategy and Action Plan 2015 -2037 Objectively Assessed Housing Need Study 2016-2037 University of Essex - named as University Enterprise Zone Colchester Ambassadors National Towards an active nation – Sport England strategy

<p>Create an environment that attracts inward investment to Colchester and helps businesses to flourish</p>	<ul style="list-style-type: none"> • 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 a good supply of employment land and premises to attract new businesses and allow existing firms to expand and thrive • Encourage green technologies and innovative solutions to the Climate Emergency 	<ul style="list-style-type: none"> • (IMD – Employment Domain) • UK Business; Activity, size and location (ONS) 	<ul style="list-style-type: none"> • Colchester Economic Development Strategy 2015-2021 • Colchester - Ultra Ready for business • Colchester Ambassadors • North Essex Economic Strategy -Braintree, Colchester, Essex, Tendring and Uttlesford councils (Cabinet Nov 2019) • Greater Essex Growth and Infrastructure Framework • Colchester Fibre roll-out • Digital Strategy 2017-2022 • Colchester Ultra Ready • Colchester BID (Our Colchester) • Emerging Local Plan • Authority Monitoring Report 2019 • Evidence Base - Emerging Local Plan 2017-2033 • Objectively Assessed Housing Need Study 2016-2037 • University of Essex - named as University Enterprise Zone • CBC-commissioned energy market study for businesses • Garden Community plans could support more than 21,000 jobs by 2050 - Centre for Economic and Business Research (CEBR) • Respecting our Past, Embracing our Future: rural <p>National</p> <ul style="list-style-type: none"> • UK Industrial Strategy • National Planning Policy Framework • Stronger Towns Fund
<p>Work with partners to deliver a shared vision for a vibrant town</p>	<ul style="list-style-type: none"> • Agree a Town Deal with partners and the Government to attract significant new investment. • Collaborate with the town centre Business Improvement District (BID) • Continue with regenerate the town centre using Council assets, aligned with the Town Deal and Investment Plan 		<ul style="list-style-type: none"> • Colchester BID • Colchester Ambassadors • Showcasing Colchester's creative sector • CBC's Asset Management Strategy (2016-2021) • Digital Strategy 2017-22 • 'We are Colchester' - partnership launched in response to the Towns Fund and tasked with shaping the Colchester Town Deal • 'We Are Colchester' board - unlocking our economic potential <p>National</p> <ul style="list-style-type: none"> • Towns Fund Prospectus

Ensure the Council's assets continue to contribute to economic growth and opportunity	<ul style="list-style-type: none"> • Deliver a third phase 'Amphora' Office Development in Sheepen Road • Renew the Rowan House site to improve service delivery and generate income • Optimise commercial returns from the Council's property portfolio • Utilise our assets to increase Ultrafast Broadband coverage 		<ul style="list-style-type: none"> • Asset Management Strategy (2016-2021) - CBC • Digital Strategy 2017-22 • North Essex Economic Strategy -Braintree, Colchester, Essex, Tendring and Uttlesford councils (Cabinet Nov 2019) • Haven Gateway Partnership • Showcasing Colchester's creative sector
Celebrating our heritage and culture			
Protect, enhance and celebrate Colchester's unique heritage	<ul style="list-style-type: none"> • Bring our history to life through the Heritage Live project • Enhance and promote our heritage 		<ul style="list-style-type: none"> • Greater Essex Growth and Infrastructure Framework • Respecting our Past, Embracing our Future: Strategy for Rural Essex, Essex Rural Partnership National • Arts Council - strategy 2020-2030 • National Lottery Heritage Fund • Department for Digital, Culture, Media and Sport
Agree and implement a new Cultural Strategy	<ul style="list-style-type: none"> • Work with partners to deliver a collaborative Cultural Vision and Ambitions for the borough 		<ul style="list-style-type: none"> • Greater Essex Growth and Infrastructure Framework • Respecting our Past, Embracing our Future: rural • Arts Council - strategy 2020-2030
Strengthen Colchester's tourism sector and welcome more visitors each year	<ul style="list-style-type: none"> • Improve signage for key sites in the town centre • Promote Colchester's heritage and visitor attractions to increase visitor numbers and to support jobs • Expand the events programme to encourage more visitors and position Colchester as a destination for major events 		<ul style="list-style-type: none"> • Greater Essex Growth and Infrastructure Framework • Economic impact of tourism 2018 • Respecting our Past, Embracing our Future: rural National • Arts Council - strategy 2020-2030 • Visit Britain • Department for Education
Enhance our cultural assets	<ul style="list-style-type: none"> • Provide sustainable grant funding to support Mercury Theatre, Firstsite and Colchester Arts Centre • Identify further opportunities to improve the cultural offer for residents and visitors 		<ul style="list-style-type: none"> • Mercury Theatre Expansion and Improvement • Respecting our Past, Embracing our Future: rural National • Arts Council - strategy 2020-2030

**Extract from the draft minutes of the meeting of the Scrutiny Panel of 5
February 2020**

255. Task and Finish Groups at Colchester Borough Council

Environmental Sustainability Task and Finish Group

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

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

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

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

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

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

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

important for the Borough and County Councils to work together on pursuing such actions. Use of the planning system and influencing of staff behaviours would be important elements of the Council's approach.

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

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

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

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

The duties, powers and remit of an environment panel would need to be set out in its terms of reference. The Leader welcomed the Scrutiny Panel's views on appropriate terms of reference for the proposed new panel or committee, once options are drafted up. Scrutiny of a range of possible options for terms of reference and structure would be welcomed. The suggestion was again made that the panel should be set up as a Cabinet sub-committee, potentially reporting to Full Council and led by the Leader, to emphasise the importance of the subjects it would oversee.

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

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

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

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

Heritage and Tourism Task and Finish Group

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

The Panel praised the outcomes which had come from the Group but stressed the importance of such groups being focused on their objectives and then concluding. A Panel member noted that the topics discussed and actions resulting from the Group's work were all within the remit of the Portfolio Holder for Culture and Performance; it was asked why it was necessary for a task and finish to be operated in order to instigate such actions. Councillor Julie Young, Portfolio Holder for Culture and Performance and Deputy Leader, explained her view of the added value from the Group. This group arose from specific interests from a group of members, with the group formed to work with Cabinet to examine issues and options.

The Panel were informed that there remained work to do, including the need to draft a heritage strategy, which this task and finish group could focus upon. It was agreed

that the Group had been unwieldy and could be improved, with problems which included vagueness about budgets to carry out recommendations which are accepted. The Panel considered whether task and finish groups should be given powers to direct and order actions rather than only make recommendations.

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

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

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

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

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

The Portfolio Holder for Business and Resources informed the Panel that the Council's new Strategic Priorities included one relating to heritage. The Task and

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

Alternative Methods of Service Delivery Task and Finish Group

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

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

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

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

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

Councillor Warnes recommended that any task and finish group set up be provided with sufficient resources and officer support to allow it to effectively operate, and furthermore that care is taken to ensure some groups don't monopolise resources to the detriment of others. The Group had only been able to meet roughly every three months and only had one officer staffing it, for the most part. The Group had set its objectives to realistically match the resources at its disposal and concentrated on specific and manageable subjects.

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

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

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

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

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

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

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

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

RECOMMENDED to CABINET that:

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

11 March 2020

Report of	Assistant Director of Place & Client Services	Author	Andrew Tyrrell ☎ 2982390
Title	Updates to the Council-Owned Companies' Business Plans 2018-21		
Wards affected	All		

1. Executive Summary

- 1.1 In 2017 the Council set up a wholly owned company, Colchester Commercial Holdings Ltd (CCHL). Under CCHL, 3 subsidiary companies began trading activities commencing from 1 April 2018; Colchester Amphora Energy Ltd (CAEL), Colchester Amphora Homes Ltd (CAHL) and Colchester Amphora Trading Ltd (CATL).
- 1.2 The work of the Council and its companies (see section 5.9 below) has been recognised recently as Colchester is a finalist for 3 LGC Awards (Entrepreneurial Council, Driving Growth and Digital Impact) related to the companies. The winners for 2020 will be announced on 18 March, but to be finalists in 3 categories is already an amazing achievement, especially as this year saw a record number of competing submissions.
- 1.3 This is symptomatic of the growing recognition that the Councils "new" wholly owned commercial companies are delivering many projects that build the brand of Colchester and directly deliver on many of the Council's Strategic Priorities. They add social value such as accelerated affordable housing, and improved safety provisions of both Helpline and CCTV; they provide ground-breaking environmental benefits, leading the Councils climate emergency agenda through the delivery of a uniquely large-scale renewable heat network; they provide economic advantage in securing funding unavailable to the Council, promoting events that generate income to the town, and through a dividend paid back to the Council from profits that then help continue public sector services to serve our communities.
- 1.4 The companies set an initial Business Plan period spanning 3 years, for 2018-2021, with the first annual review of this taking place in March 2019. At that time, the Business Plans were reviewed by the Governance & Audit Committee, as the shareholder committee for all of the companies, before being agreed by Cabinet. This year, the Business Plans were reviewed by the Scrutiny Panel (in December), before changes were reviewed by the Governance & Audit Committee (as the shareholder committee) in January; they now come to Cabinet to be formally agreed as the second annual review of the companies' Business Plans.
- 1.5 The Report also sets out a reminder of the governance arrangements that the Council has in place in order to monitor and review the activities of the companies. It also provides a summary of achievements this financial year.

2. Recommended Decision

- 2.1 To note the ongoing governance arrangements that are in place for, and the achievements of, the Council's companies.
- 2.2 To approve the updated Business Plans 2018-2021 for Colchester Commercial (Holdings) Limited and its 3 subsidiary companies.

3. Reason for Recommended Decision

- 3.1 The companies undertake a plethora of activities that have evolved since they were formed, and it is prudent to review progress against the Business Plans and update them. The Business Plans were originally agreed prior to the companies commencing those activities but were refreshed last year with the benefit of a year of trading activity, before being updated this year as the initial Business Plan period enters the last of three years planned from formation.
- 3.2 The Business Plans have already been reviewed by the Scrutiny Panel and the Governance & Audit Committee (G&A). Since the Annual Meeting on 23 May 2018, G&A has held the responsibility to act as the shareholder committee for Colchester Commercial (Holdings) Limited; required to consider and review the activities and financial performance of the companies and to "monitor, challenge and make recommendations to Cabinet" regarding the companies. There were no changes to the content of these Business Plans directly arising from G&A.

4. Alternative Options

- 4.1 The Cabinet could decide not to agree to update the Business Plans, but this would leave out of date plans in circulation that do not reflect the most up to date reflections on the companies planned activities. The company would continue to operate these activities, but the Business Plans that cover the period from 2018-2021, would remain as agreed last year and then not relay the most relevant information to the public (for CCHL), or members (for the confidential Papers), in the most open and transparent manner achievable.

5. Background Information

- 5.1 The Localism Act 2011 enabled local authorities to undertake activities designed to make a profit, but only if delivered within a commercial vehicle. The Council established wholly owned companies using these powers, incorporating companies under the Companies Act 2006 (on 1 June 2017) that began operating from 1 April 2018. The aim was to enable the Council to operate its direct trading services and development functions within a more commercial culture, to address the challenges of ongoing budget pressures. Three subsidiary companies, each with distinct areas of trading, were also formed:
- Colchester Amphora Energy Ltd (CAEL)
 - Colchester Amphora Homes Ltd (CAHL)
 - Colchester Amphora Trading Ltd (CATL)
- 5.2 Good governance, accountability and transparency are essential to councils and a cornerstone to improving public services. In discharging this accountability, the Council is required to make proper arrangements for the governance of its companies. It was imperative that an appropriate governance structure was put in place to ensure the sound and robust management of the companies, alongside protection of the Council's financial and reputational investment in them.
- 5.3 CCHL is a private company limited by shares, with the Council being the sole shareholder. The Council consequently retains full control over the direction of the companies, manages the risks and receives the resulting financial benefits.
- 5.4 The Board of CCHL is made up of 4 Councillors and the Managing Director. The Managing Director of CCHL is the Chief Executive of the Council. The representation on the Board allows the Council to offer direction to the holding company and its subsidiaries, whilst providing it with the freedom to operate in a commercial marketplace driving forward delivery as outlined in the agreed Business Plans. The Managing Director has overall responsibility for ensuring compliance with the Shareholder Agreement.
- 5.5 Each subsidiary Board has three Directors. Directors have legal duties through the common law directors' duties and the statement of general directors' duties which are set out in the Companies Act 2006, but these are not exhaustive in terms of the duties that are owed by a Director to an organisation. Board members are also subject to other legal duties, including a large number of very important legal obligations around making investments, disposing of land, health and safety requirements, and employment laws.
- 5.6 Management Agreement
- 5.6.1 The Management Agreement between the Council and CCHL (The Company) sets out how the company will provide a range of services to the Council. The Company and its subsidiaries are also managed and monitored in accordance with the target budgets and other KPI's agreed with the Council under its Management Agreement. The Agreement complies with TECKAL regulations and it is expected that the companies will also, over time, develop and offer a range of services and activities to new markets, which may include other public sector bodies.
- 5.6.2 Within the Management Agreement it is set out that the Company representatives and Council representatives will meet in regular liaison meetings, where the Council, as (and through its) Client, monitors the manner and provision of the services set out in the management agreement, financial and budgetary performance, non-financial performance and other matters related to the relevant issues that may arise from time to time. As an appendix to the Management Agreement there is a Liaison Protocol, which

sets out the frequency and type of meetings to be held between the Council and the Companies.

- 5.6.3 The Management Agreement also sets out Audit requirements. All of the companies are subject to any audit and inspection requirements of the Council. External audit remains an essential element in accounting for public money and makes an important contribution to the stewardship of the Councils public resources. It also supports local democracy by helping to ensure that members and officers are accountable to the communities they serve and by providing assurance that the public money they manage has been properly spent.
- 5.6.4 Copies of audited accounts must be provided to the Council as soon as reasonably practicable after external audits. The Company also undertakes all internal and external audit to comply with the law. Similar requirements also exist in regard to complaints, enquiries and legal proceedings related to any services provided by the companies.
- 5.6.5 The Company manages, on behalf of the Council, the following budgets:
- Sports and Leisure Services
 - Corporate asset management
 - Commercial and investment properties
 - Helpline
 - CCTV
 - Capital budgets related to project in the Revolving Investment Fund (RIF).
- 5.6.6 Budgets are set in accordance with the Council budget setting process, framework and timeframe. Submissions are made in November and considered as part of the overall Council budget. The Council budget is agreed as part of the annual budgeting process and the Company are notified of the budget no later than the 1st of March.
- 5.6.7 Monthly reporting between the Company and the Council takes place throughout the year, as part of the liaison protocol. This monitors the budget in terms of predicted overspends or underspends and explores issues that may arise in the course of the year. In the first instance, any remedial actions that may be required are planned and managed by the Company. In the event that this cannot be managed within the Company controls, they would submit a case to the Council to consider and agree what action should be taken. Where there are any underspends on budgets this is retained by the Council at year end.
- 5.6.8 The Management Fee that the Council pays to the Company to manage the services set out in the Management Agreement is also included within this document. This fee is agreed annually, as part of the Council budget process.

5.7 Service Level Agreement (SLA)

- 5.7.1 It was agreed that CCHL and its subsidiaries will “buy” services from the Council and these services are outlined in a Service Level Agreement (SLA). The Companies pay CBC a fee for the provision of these services. The use of core services from the Council to the companies is cost effective to the companies (who can limit duplicated overheads for corporate service such as HR and IT), and to the Council (who can generate income from services that would otherwise have limited commerciality). It also helps ensure consistent processes and objectives.
- 5.7.2 The current SLA runs from 1 April 2018 to 31 March 2021. This agreement forms the basis of the partnership between the Councils companies and the services provided by the Council. The agreement lays out the respective roles and responsibilities of each

party in the provision of the services as outlined below. The service specification and standards for each of the following services are contained as appendices to this agreement;

- ICT and telephony
- Communications, marketing and PR
- Human Resources
- Finance
- Legal, audit, insurance, health and safety, procurement, security and post
- Room and Hallkeepers services (Governance)
- Accommodation
- Fleet
- Customer Services.

5.7.3 Performance of each service, delivery standards and any quality assurance matters were scheduled to be monitored at quarterly review meetings between named individuals within each Council service area and CCHL. Different services have since established different arrangements and practices with the Company that suit their needs as to who attends these meetings and when they are required. There remain agreed routes for escalation if the need arises, as set out within the SLA.

5.8 Business Plans

5.8.1 The crux of this Report, CCHL ensures that the three subsidiary companies deliver against their individual Business Plan targets. The overarching Business Plan for CCHL sets out that the holding company provides the strategic direction, financial performance monitoring and senior management capacity for the subsidiary companies.

5.8.2 In addition, although CCHL is a holding company, it does undertake some trading activities. For example, it provides the senior management service and strategic direction to the Council's Sport and Leisure function. Each of the subsidiaries has its own Business Plan as detailed below.

5.8.3 The updated CCHL Business Plan remains broadly similar to the 2018 version, and remains a public document setting out the overarching Plans for the companies. As the Business Plan period enters the final of three years it starts to identify some growth objectives which, together with its subsidiaries, will be a focus for the remainder of the plan period (alongside delivery of the Management Agreement services for the Council). The Plan sets out aims to:

- Continue to deliver against set targets
- Develop second programme of sites for CAHL
- Develop phase 3 "garage sites" for the Council Housebuilding Programme
- Continue to develop a pipeline of development projects for the Council
- Invest in Digital Technology in both Helpline and CCTV Service
- Explore new opportunities to develop low-carbon projects in Colchester
- Continue to explore market for CCHL products and services

5.8.4 The CAEL Business Plan contains some commercially sensitive information and is not a public document because of some of this detail. However, it sets out the rationale for setting up the company, which was initially to focus on the Northern Gateway Heat Network. To be able to trade and supply heat the Council needed to set up a new company and it did so to demonstrate its commitment to the low carbon agenda and to provide leadership in the development of "infrastructure-first" energy provision. The resulting Northern Gateway Heat Network (NGHN) will provide an innovative ultralow-carbon heat solution to residents, businesses and other commercial users as part of the

proposed growth planned in this part of the borough. The project will be the first of this scale in the UK and was 1 of only 9 pilot projects that gained grant funding nationally.

- 5.8.5 The updated Business Plan for CAEL now outlines the changes that have occurred in its first and second years of trading. The Northern Gateway Heat Project remains the main company focus, but the delivery mechanism for the project has changed with the Council taking on a lead role in the infrastructure of the scheme (as agreed at Cabinet in January 2018). CAEL remain responsible for the heat plant and for supplying services to customers. The structure has been amended to reflect the CAEL ability to secure Renewable Heat incentive (RHI), which adds more financial sustainability into the project and grows the rate of return to the Council as shareholder. The Plan continues to highlight other emerging projects which will be developed in the next year of trading.
- 5.8.6 The Business Plan for CAHL reflects how the company was established to respond to the need for more high-quality homes in the borough that are affordable for local people by creating a cross subsidy mechanism with sale of the private homes creating a surplus to invest in affordable homes. Development of new homes for private sale also provides income opportunities for the Council (by optimising existing assets in its ownership and recycling any profits from development for the Council to reinvest into core services).
- 5.8.7 The Business Plan for 2018 to 2021 set out that the company would develop 4 sites, which were agreed by Cabinet in October 2018. The sites were to deliver over 300 new homes and 30% of the new homes built were to be affordable homes. The Business Plan now reflects changes to the timelines for this, as well as the decision of Cabinet (March 2019) to retain one site, at Military Road, within the Housing Revenue Account (HRA) and for this to be developed by the Council (still managed by CAHL) as an entirely affordable housing development. The intention is to provide over 400 homes across the three remaining sites, and the updated Business Plan also sets out that the company will be seeking to develop and secure terms for a second programme of sites for the Council.
- 5.8.8 The refreshed CAHL Business Plan is another confidential document because of some of the finer commercially sensitive details; but it highlights the same core objectives of the company (building quality affordable homes for local people, creating a commercial income stream for the Council, and building sustainable homes). However, a number of changes have occurred since the company was established in 2018 and these are highlighted in the refreshed plan; these include:
- Changes to the CBC HRA borrowing headroom thus enabling the completed affordable assets in CAHL to be purchased back by the Council rather than being retained and rented out by CAHL
 - Agreements to the site value and site purchase contracts exchanging for the land CAHL is buying from CBC
 - CBC putting equity into CAHL in a State Aid compliant manner
 - New work taken on by the company to provide housing development management services to CBC for its own garage site new homes programme
- 5.8.9 The confidential Business Plan for CATL again sets out some commercially sensitive information, but generally it demonstrates that the company offers a range of commercial trading businesses and services to customers which generate income for the Council. CATL's offering has 2 main functions;
- Direct commercial trading services, including Helpline, Monitoring and CCTV and Events.
 - Professional property and business services offered initially to the Council and then to external clients as the company grows. These services include estates management of the Council's assets, economic development and business support services and commercial development and regeneration project management.

5.8.10 The refreshed CATL Business Plan highlights the direction of travel for the new company as it approaches the end of its second year of trading. The Plan outlines new business opportunities as the Company becomes more established; for Events this focuses on growing the venues and introducing new markets, such as corporate functions. For Helpline, there are also new markets to be explored now that the business is trading effectively. For Development services more work is being picked up for other Council departments, such as Communities, although the Company plans to seek other public sector clients in future.

5.8.11 All of the Business Plans must be delivered in full compliance with the governance requirements set out by the Council. The Business Plans require the agreement of the Cabinet, but the latest Business Plan updates are attached as Appendices for approval.

5.9 Key Achievements

5.9.1 The overall company group performance so far this year means that CCHL is currently on target to deliver the CBC agreed dividend of £394,017 by end of March 2020. This is the primary financial target for the companies and a core KPI for performance monitoring.

5.9.2 In terms of highlighted activities; notably, given the Council declared a climate emergency, the Northern Gateway Heat Network being delivered for the Council by CAEL as a flagship project for low-carbon heat generation. This project is delivering the biggest use of a ground-source open-loop heat network in the UK, it has the support of the Department of Business, Industry and Industrial Strategy (BEIS) Heat Network Project (HNIP), being 1 of only 9 pilot schemes funded by their grant funding across the country. The project has national significance, due to the innovative use of ground water to generate heat at this scale.

5.9.3 During the 2019/20 financial year there has been the installation and testing of four boreholes on Northern Gateway South site, in addition to the borehole installed in 2018. The project remains on track to complete the open loop element of the Heat Network ground source heat pump. This pump aims to abstract and re-inject water to and from the chalk aquifer circa 70 metres below ground, acting as a low carbon solution to heat the planned houses and commercial buildings at Northern Gateway.

5.9.4 In terms of housing, CAHL are continuing to progress Phase 1 of their agreed development sites and will be delivering over 400 new homes in Colchester over the next few years. This will include the provision of 30% affordable homes. The affordable homes will be owned by the Council and are much needed by the borough's residents with almost 3,000 on the Housing Register.

5.9.5 A number of legal agreements (including the equity agreement, loan agreement and the sales agreements) were finalised in June 2019. The first site, Creffield Road, then obtained planning approval on 6 September. Groundworks started in December 2019 with archaeological investigations and tree work commencing, before construction will start in 2020.

5.9.6 Due to benefit from CAEL's delivery of the innovative heat network above, Mill Road will see CAHL delivering circa 350 homes (of which 105 are affordable homes). The site is currently subject to an outline planning application that is due to be determined shortly. Meanwhile CAHL have also been managing projects to deliver entirely affordable housing on sites owned by the Council through its Housing Revenue Account (HRA). Military Road has planning permission for 8 affordable homes, gained on 4 November

2019, and due to start construction in summer 2020; whilst 3 former “garage sites” are also currently under consideration and due to be determined by the Planning Committee in January 2020, before commencing construction in the summer as well. CAHL are also working in partnership with Colchester Borough Homes (CBH) on these Council projects.

- 5.9.7 CATL’s Development Services are delivering a number of significant projects for the Council, including the Colchester Northern Gateway. Detailed planning work has started on the boulevard and infrastructure at both Northern Gateway North and South sites following the successful bid for £5.5m of capital funding in March 2019. Contractors are currently being appointed, with practical work to start mid-2020.
- 5.9.8 Construction is already well underway at Northern Gateway Sports Park and on track for completion in the summer. Good progress was made on plans for the Sports Park’s Cycling facilities following the March 2019 successful application to British Cycling and Sport England Trailblazer for £590,000. Good progress was also made on the Indoor Cricket Centre plans at the park, following 2018-19’s successful application to Essex County Cricket Club and the England and Wales Cricket Board for £100,000 of funding to support its development. Similarly, the “Wheels for All Cycling Partnership Project” saw a successful launch of an adaptive cycling programme in September, for people with mobility or disabilities comprising an introduction to cycling for individuals, schools and groups, along with teachers, parents and carers. This is supported by Cycling Projects, Leonard Cheshire, The Garrison PRC, Chavasse VC House, Essex Sport, British Cycling, Sustrans and Essex Sport.
- 5.9.9 In the town centre, construction is also ongoing at the Mercury Theatre where the £9.6m “Mercury Rising” expansion is also due to open in September 2020. The refurbishment of Jacks completes this month, restoring a historic town centre building and bringing it back into practical use once the new tenants have fitted it out. The town centre will also be benefitting from increased gigabyte broadband coverage with the £3.45m DCMS funded “LFFN Ultrafast broadband” expansion project being rolled out by March 2021. During the same time, the Council will be upgrading its CCTV system; providing a digital system that will help further the CCTV team that had assisted in 113 arrests out of a reported 1,827 incidents, during the first half of the year.
- 5.9.10 The town has also benefitted from CATL’s delivery of the Council’s events programme. The overall programme, quality and financial performance of events continues to grow across the Town Hall, Castle, Charter Hall and Castle Park. 3 large music events were held in Castle Park in summer 2019, attracting over 28,000 visitors. This summer also saw CATL establishing the “Nearly Festival” at Old Heath, creating a legacy community event. Overall, more than 75 events are planned at Charter Hall, a 30% increase on the previous year with a comedy programme boasting 10 nationally recognised comedians performing to sell-out audiences. The Town Hall and Castle also hosted 2 successful self-produced Weddings Fairs, whilst the Town Hall accommodated 10 sold-out Christmas parties.
- 5.9.11 With events as an example, Colchester has established itself as a major events town over the last few years with 12,000 people attending the last concert (Sir Tom Jones) in Castle park and over 211,000 visitors coming to Council-owned venues to attend events in 2018/19. research from the Association of Independent Festivals shows that even a 5,000-capacity event can generate approximately £800,000 in net gain to the local economy and this research is supported by Colchester’s experiences whereby the benefits of the growth in events have included:
- Increased income, through the dividend, to the Council to reinvest in its valuable public services

- Increased economic benefit to the town on event days, e.g. restaurants and bars have all reported benefitting from the additional visitors generated
- Increased revenue for overnight accommodation in town, which may also attract new accommodation providers, not just for event attendees but also events staffing (which could also boost employment)
- Attraction of audiences from across the country (evidenced by the ticket sales and visitor data), many first-time visitors to the town, helping to showcase the town and its other cultural and historic attractions
- The social and cultural benefits through bringing communities together, providing entertainment choice, and developing a sense of pride in the borough.

5.9.12 CATL also continued growth in the Helpline service. The Helpline customer base had a net increase of 164 customers in the first six months of the year, which is above growth target. A new and effective management structure has been built, providing greater oversight of this service 7 days a week, 24/7 with greater support to staff out of hours. This, along with development of staff 1-1s and better access to line manager for support has led to improved and consistent operating procedures and policies across the team as a rapid turnaround of audit actions on Helpline and CCTV that were initially “poor limited assurance” and are now “achieving”.

5.9.13 To summarise, the companies’ benefits to the Council include the creation of new income streams to the Council that were previously unavailable; providing more extensive networks and building new relationships; attracting a more diverse workforce with new skills and expertise; moving the Council in to new areas of interest, such as private market housebuilding, which allows commercial returns whilst providing more, higher quality homes through direct development; incorporation regulations that allow separate funding, property ownership, legal protections and profit making; the allocation of contracts from the Council to its Teckal Company, which would otherwise have been outsourced (recycling money paid for company services that later returns to the Council through the dividend).

6. Equality, Diversity and Human Rights implications

- 6.1 Under the Equality Act 2010, Section 149, a public authority must, in the exercise of its functions, have due regard to the need to:
- eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
 - advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and
 - foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
- 6.2 The recommendations will have no disproportionate impact on any protected group. Further Equality Impact Assessment information can be found [here](#).

7. Strategic Plan References

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

implementation and application of all aspects of the Council's work. The activities of the Council's companies contribute to the following Strategic plan References:

- 7.2 **GROWTH...** Ensuring all residents benefit from the growth of the borough
- Help make sure Colchester is a welcoming place for all residents and visitors
 - Ensure residents benefit from Colchester's economic growth with skills, jobs and improving infrastructure
 - Promote inward investment to the borough
 - Work with partners to create a shared vision for a vibrant town centre.
- 7.3 **RESPONSIBILITY...** Encouraging everyone to do their bit to making our borough even better
- Increase the supply of good quality homes by using legal powers to reduce the number of empty homes and improve standards in the private rented sector
- 7.4 **OPPORTUNITY...** Promoting and improving Colchester and its environment
- Promote and enhance Colchester borough's heritage and visitor attractions to increase visitor numbers and to support job creation
 - Promote green technologies through initiatives such as SMART Cities
 - Help business to flourish by supporting infrastructure for start-up businesses and facilitating a Business Improvement District
 - Promote initiatives to help residents live healthier lives.
- 7.5 **WELLBEING...** Making Colchester an even better place to live and supporting those who need most help
- Encourage belonging, involvement and responsibility in all the borough's communities
 - Work with Essex Police and partners in the Safer Colchester Partnership to make Colchester an even safer place
 - Create new social housing by building Council homes and supporting Registered Providers
 - Target support to the most disadvantaged residents and communities
 - Help residents adopt healthier lifestyles by enabling the provision of excellent leisure facilities and beautiful green spaces, countryside and beaches.

8. Consultation

- 8.1 There is no specific consultation requirement generated in relation to this Report.

9. Publicity Considerations

- 9.1 There is no specific publicity consideration in relation to this Report.

10. Financial implications

- 10.1 In terms of overall governance, the companies operate as separate organisations with financial regulations agreed by relevant company boards. Where the companies are spending money on behalf of the Council, such as sport and leisure, capital budgets within the RIF, etc, then all approvals are required to be in line with normal Council procedures.

- 10.2 In terms of the financial assumptions and dividend targets, when the companies were set up the financial targets and estimated dividend for 2018/19 was broadly based on existing budget assumptions when services were operating within the Council.
- 10.3 The 2019/20 target dividend set out in the CCHL business plan and council budgets assumes an increase in income for the Council of £107k. The Business Plan for CCHL sets out how it is expecting to deliver this increased dividend for the Council, so that the Council can benefit from this in providing our services to the public.
- 10.5 Turning to funding for CCHL, funding for the company (and certain CATL services) is via a management fee paid by the Council and through income that the companies generate. In addition, separate agreements were finalised to provide loan finance to the housing and energy subsidiaries. These have been subject to separate reports agreed by Cabinet and as such are not set out in detail within this report.

11. Health, Wellbeing and Community Safety Implications

- 11.1 Health and wellbeing is influenced by a number of factors, many of which fall under the responsibility of the Council. The Company activities span various aspects and assist the Council to do all it reasonably can to promote positive health benefits to our residents; whilst reducing, removing or minimising any unintended consequences to health that may arise from services or decisions.

12. Health and Safety Implications

- 12.1 The matters herein do not result in harm to the health and safety of the general public.

13. Risk Management Implications

- 13.1 CCHL has a risk register that is actively managed. Each of the subsidiary companies also have their own risk register. All of the companies have a Business Continuity Plan.
- 13.2 The key risks associated with the companies concern the financial risk attached to the delivery of income targets (capital and revenue) and management of costs. This is actively managed through regular monitoring and reporting on the financial position and the governance arrangements detailed within the report.
- 13.3 Individual activities and projects within the Business Plans have their own risk registers. Many of the projects have also been subject to Cabinet approval, wherein the relevant reports gave more specific details about the risks.

14. Environmental and Sustainability Implications

- 14.1 The Council has declared a Climate Emergency and has committed to being carbon neutral by 2030. Many of the company activities are helping deliver projects that will contribute towards the achievement of sustainable development as defined in the National Planning Policy Framework. Achieving sustainable development means that the meeting three overarching objectives, which are interdependent and need to be pursued in mutually supportive ways. These are economic, social and environmental objectives.

14.2 This report and the Business Plans outline the activities of the companies. Projects such as the delivery of homes, jobs and sports and leisure provision, contribute towards sustainable communities. Projects such as the Heat Network, an innovative low-carbon energy network, make positive contributions to reducing the impact of growth. Thus, in summary, activities undertaken by the Council through its companies has considered the Climate Emergency and the sustainable development objectives set out in the NPPF.

PUBLIC Appendix

Appendix A: CCHL Business Plan

CONFIDENTIAL Appendices

Appendix B: CAEL Business Plan

Appendix C: CAHL Business Plan

Appendix D: CATL Business Plan

NOTE: These 3 Business Plans contain commercially sensitive information.



The
COMMERCIAL BUILDINGS



BUSINESS PLAN 2018-2021

Updated February 2020

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EXECUTIVE SUMMARY



Colchester Commercial Holdings Ltd is the holding company for three separate subsidiaries, with related but distinct products, services, markets and opportunities. This business plan consolidates the three sub-divisions into a high-quality commercial offer which maintains the strong public sector ethos of its shareholder.



Colchester Amphora Trading

will deliver high quality products and services to public and private sector clients in the Property, Leisure and Health Care industries.



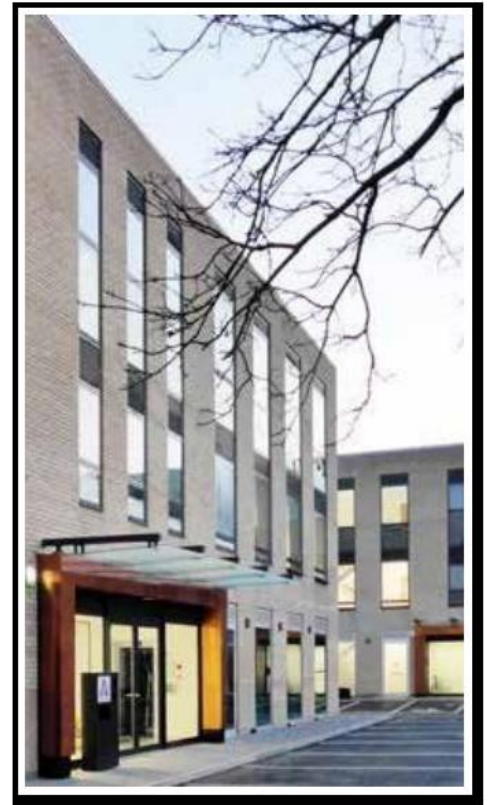
Colchester Amphora Energy

will design and implement low carbon energy systems and provide energy services in Colchester.



Colchester Amphora Homes

will deliver high quality affordable and private sale homes in Colchester and the surrounding area, along with managing the redevelopment of Colchester Borough Council owned garage sites.



OBJECTIVES

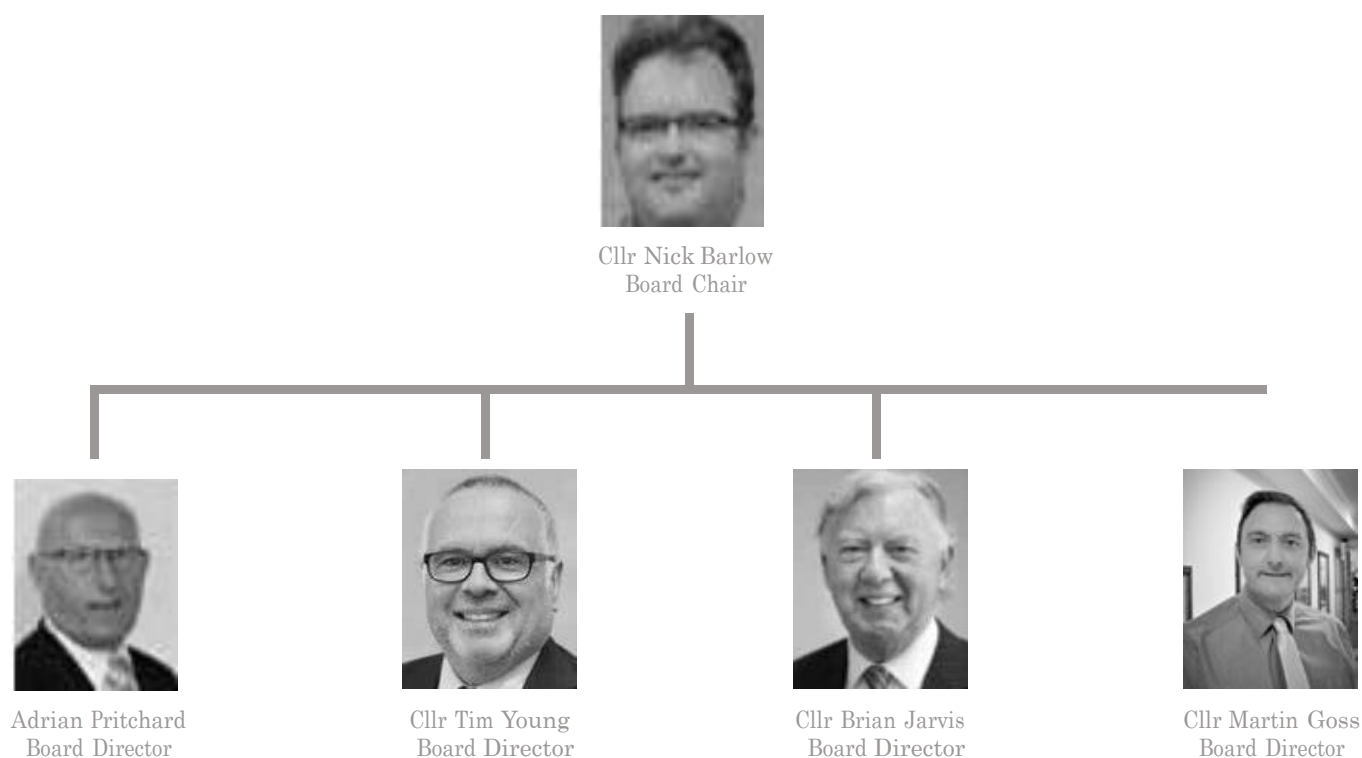
CCHL AIMS:

- Generate profit to maintain viability, reduce risk, return a dividend to our shareholder and re-invest in CCHL.
- Operate in a commercial, innovative manner exploring options for development and expansion.
- Provide our clients with high-quality products and services while maintaining a high level of return for the Council.
- Improve quality and availability of homes for private sale and affordable rent for local people.
- Capitalise on our unique product and services range to gain market share.
- Build the global brand of Colchester as a place to do business, invest, live, study and visit.

GOVERNANCE & MANAGEMENT STRUCTURE

CCHL is a company limited by shares, wholly owned by Colchester Borough Council.

A board of directors has been established to provide strategic direction and oversee performance:



The directors hold the responsibility for making decisions, providing leadership and monitoring the performance of the company. The directors are responsible for obtaining appropriate legal, financial and tax advice to enable them to make informed decisions about the running of the company. The directors are responsible for maintaining and regularly reviewing a robust risk management framework. The Board meet on a quarterly basis and are bound by the Articles of Association and Code of Conduct.

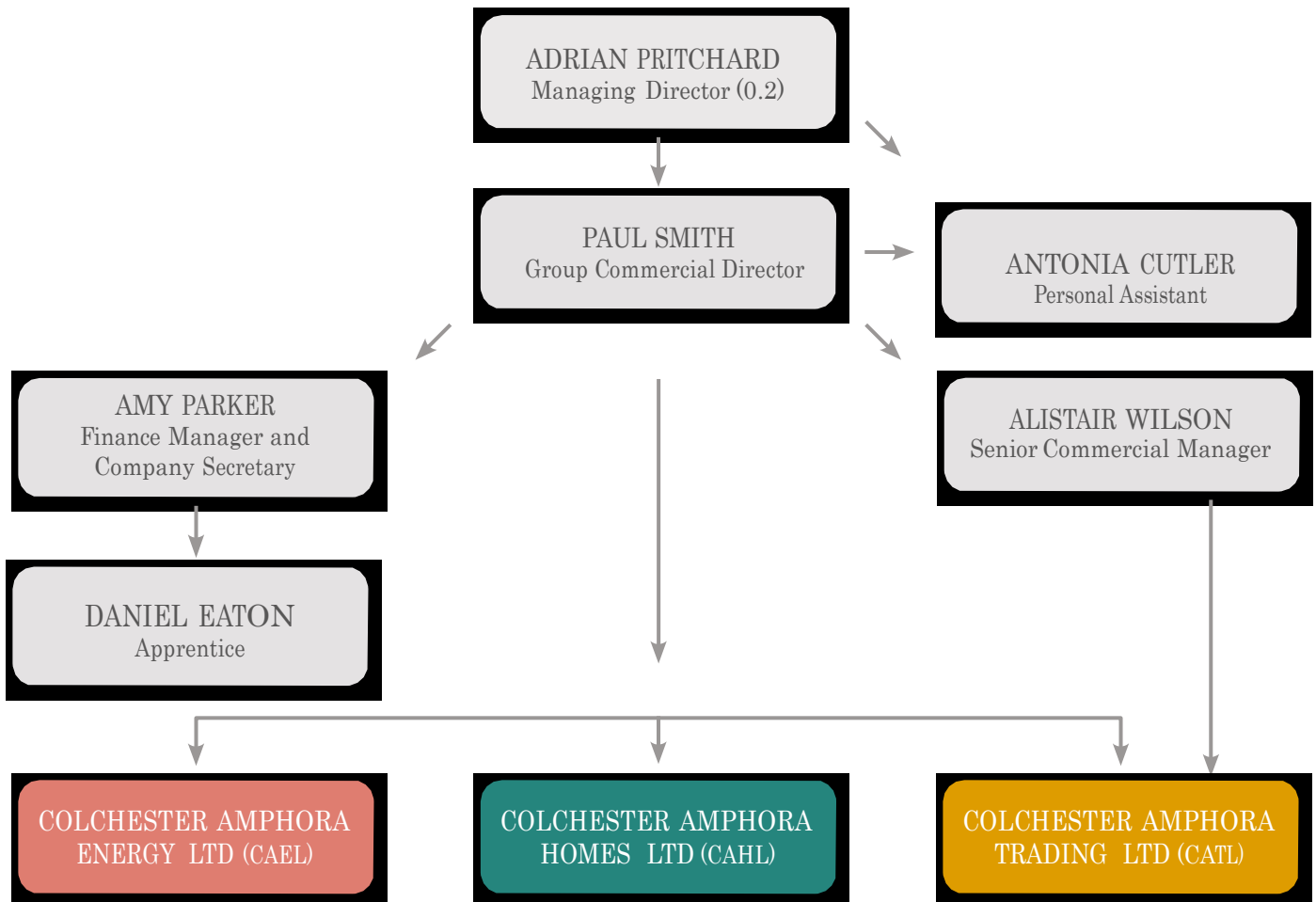
The articles of association govern the decision making and by whom. The company is required to comply with all laws governing private limited companies, such as the Companies Act 2006 and the regulatory regime for local authority companies under the Local Government and Housing Act 1989.

The board of directors are responsible for significant decisions regarding business development and the day to day operation of the company. The Cabinet, on behalf of the Council, are required to approve any decisions that would affect the shareholder's rights.

CCHL accesses a range of services from the Council through a series of Service Level Agreements. These are reviewed on an annual basis to ensure performance and to ensure the company and Council are achieving value for money.

Any profits made will either be repaid to the Council as a dividend, for the Council to invest in local services or reinvested in to the company.

The senior management of CCHL, as shown below, will produce an annual report on company performance to be taken to Governance and Audit Committee in June each year to provide an update on performance.



OPERATIONAL MANAGEMENT



Accommodation

To provide office accommodation and associated facilities at Rowan House, Sheepen Road, Town Hall and Charter Hall, Colchester



Finance

The provision of accountancy services for all aspects of the budget cycle, cash flow management and administration of the Council's financial systems.



ICT and Telephony

To provide efficient and effective ICT services in relation to advice, best practice, policy development, data security and general ICT services



Governance

The provision of hall keeping, insurance, internal audit (via Mazaars), Health and Safety, legal and procurement advice



HR

The People and Performance Team and HRSC will provide operational HR and strategic support



Communication, Marketing and PR

Develop, market, maintain and protect CCHL brand/s and services locally, regionally and nationally to raise their profile, increase customer awareness and satisfaction, communicate with target audiences and engage new audiences



Fleet Services

The provision of vehicles and maintenance in line with the specification required.



Customers

The provisions of customer business services, Multi-Functional Devices and Customer Experience Services.

MARKET OVERVIEW

COLCHESTER AMPHORA HOMES LTD (CAHL)

The need for housing in Colchester continues to grow, and supply constraints are an ongoing issue.

The current housing market nationally has suffered from some stagnation as a result of uncertainty around Brexit and other policy changes, e.g. tax changes regarding Buy to Lets. However, government policy incentives around first time buyers, such as Help to Buy, are stimulating an active housing market around smaller homes.

Supply and Demand

Whilst most indicators show an increase in new housing completions in Colchester over the last two years, the number of new housing starts has fallen and remains well short of projected need.

Outlook

There is a clear recognition across political parties of the urgent need to build more homes in the country overall, and specifically in Colchester. Long run trends in population growth and cumulative impact of years of undersupply point to an ongoing need for high quality new homes at an affordable price for both purchase and rent. This market dynamic is driving CAHL's desire to increase output and therefore help address Colchester's housing shortage over the coming years. This currently stands at 2,890. CAHL looks to address the high levels of local demand by providing 30% Affordable Housing allocation on new development sites.



MARKET OVERVIEW

COLCHESTER AMPHORA ENERGY LTD (CAEL)

The Northern Gateway Heat Project will provide services to the core scheme identified, as such it will not be in competition with other energy service providers in this area.

However, we will work with the local authority to promote the heat network as part of a wider vision for the new Northern Gateway destination, a place which is proving to be a local and regional trailblazer for innovation around sustainability and digital communications.

In addition, as one of the 9 UK heat network pilots funded by BEIS, CAEL will continue to promote the ultra-low carbon scheme at Northern Gateway through national networks and local channels.



MARKET OVERVIEW

COLCHESTER AMPHORA TRADING LTD (CATL)

Development Management

Development management is a client-driven industry, and as clients' needs change, the sector - and the firms within it - must adapt quickly in terms of services, structure and operations.

The past few years have seen significant transition, particularly in terms of technology, legislation, financial market Brexit uncertainty and the construction industry. Development management firms have had to respond rapidly, while maintaining their competitive edge and ensuring their own long-term growth.

"The market for development management is borne from investors and landowner seeking to drive best value from their assets".

CATL is new in this sector and as such will target smaller bespoke projects to work on as the larger established nationwide firms have larger multi-disciplinary teams who are able to respond to large scale development projects with ease.





Helpline has been established in the Borough of Colchester, and provided a service to residents across North Essex, for over 20 years with a current customer base of over 3,500 individuals.

Helpline prides itself on being the leading provider in North Essex of a dedicated Monitoring & Response falls pick up service, which operates 24 hours a day, 7 day a week. The key ethos of the organisation is to allow residents to remain independent at home and provide peace of mind to friends and family at the touch of a button.

Nationally, NHS England recognise the valuable input Technology Enabled Care (TEC) has on individuals, as it allows people to be in control of their own health, wellbeing and support, keeping them safe, well and independent and offering them and their families peace of mind.

TEC uses phone networks and internet connections to provide access to a range of health practitioners as well as care and support organisations that can respond to emergencies.

By 2025, analogue telephone services will be switched off as the UK's telecoms infrastructure is upgraded to digital connectivity. This shift has major implications for the technology enabled care sector and the 1.7 million people who rely on telecare in the UK. With this digital changeover TEC providers need to carry out work to upgrade their systems and recognise the opportunity digital connectivity represents to devise new services and product offerings.



COLCHESTER EVENTS COMPANY



The UK events industry is worth £42.3 billion and there are over 85m event attendees with 1.3 million business events held each year.

Colchester Event Company strives for excellence across the events industry, ensuring a vibrant and challenging selection of entertainment. Maximising the use of venue and outdoor space alike, attracting nationally profiled artists and events due to the commercial viability of the area plus can-do attitudes.



Focusing on social inclusion to ensure that all demographics of audience can be catered for through cultural diversity, working with minority groups to enable organisation and participation in events.

Colchester Events Company wants to develop long lasting partnerships and relationships to ensure sustainability moving forward with projects and initiatives that ensure a level of engagement and delivery for a wide spectrum of partners.



SPOTLIGHT ON: COLCHESTER AMPHORA HOMES LTD

Colchester Amphora Homes Ltd is a housing development company which has four sites from the Council to deliver over 300 units, including 30% affordable homes, whilst exploring a further three Phase 2 sites, and a number of garage sites for Phase 3.

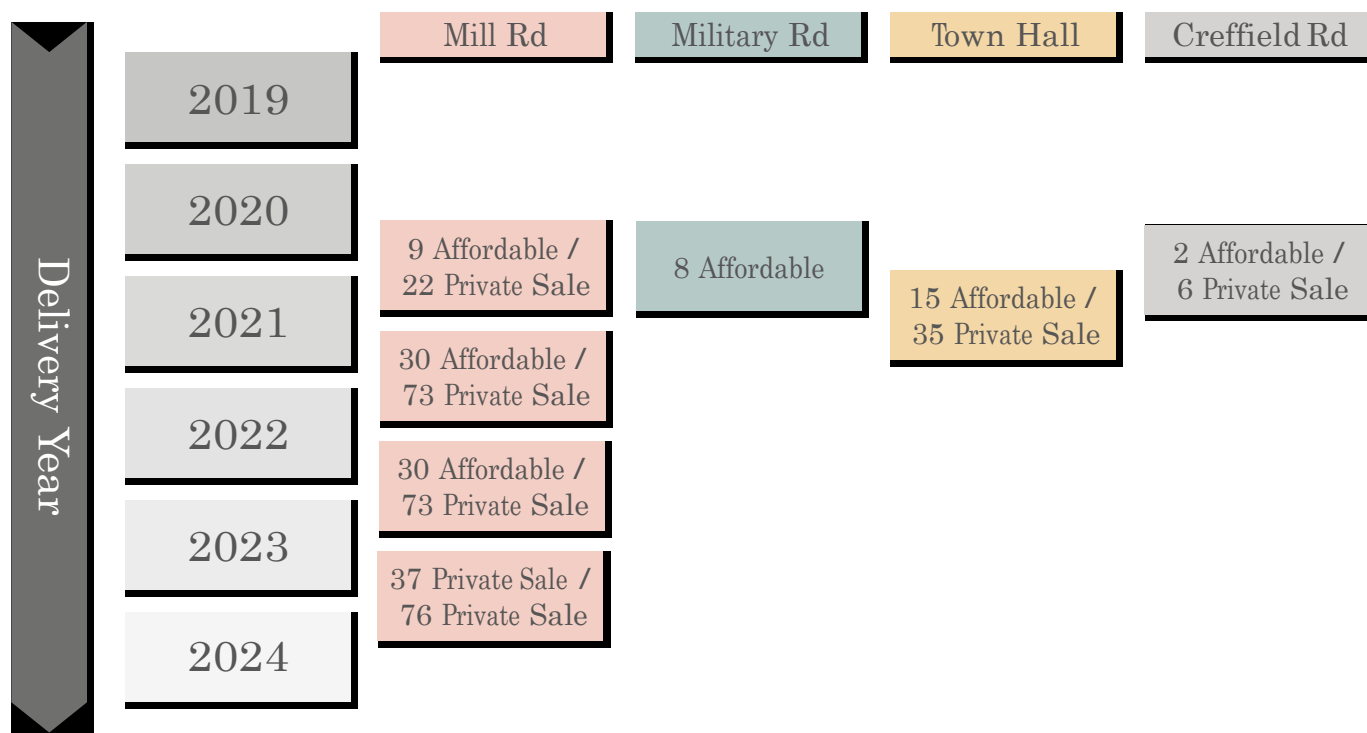


The Company aims to be on site building its first homes in Summer 2020.

CAHL will:

- Seek to become a successful local developer with a reputation for delivering high quality, well-designed residential property
- Make a positive contribution to the delivery of more housing across Colchester to meet need across a mix of tenures
- Recycle surplus funds generated from these projects to support corporate objectives of the Council as single shareholder
- Provide 30% affordable housing on its sites
- Trade in a manner that, wherever possible, acts in the best interest of the Council
- Develop new homes at the Northern Gateway

CAHL Delivery Schedule



Within CAHL we will continue to offer products and services which are:

- High quality but good value for money
- Based on local provision, both in terms of the sites bought, which will be in or around the Borough, and the local suppliers CAHL seeks to use
- Sustainable - CAHL will strive to create homes which reflect the highest possible levels of environmental sustainability
- Reliable - CAHL will aim to become known as a trusted housebuilder who delivers a quality product
- Innovative - where possible we will seek to introduce new levels of innovation in homes without adding to cost for buyers.

SPOTLIGHT ON: COLCHESTER AMPHORA TRADING LTD

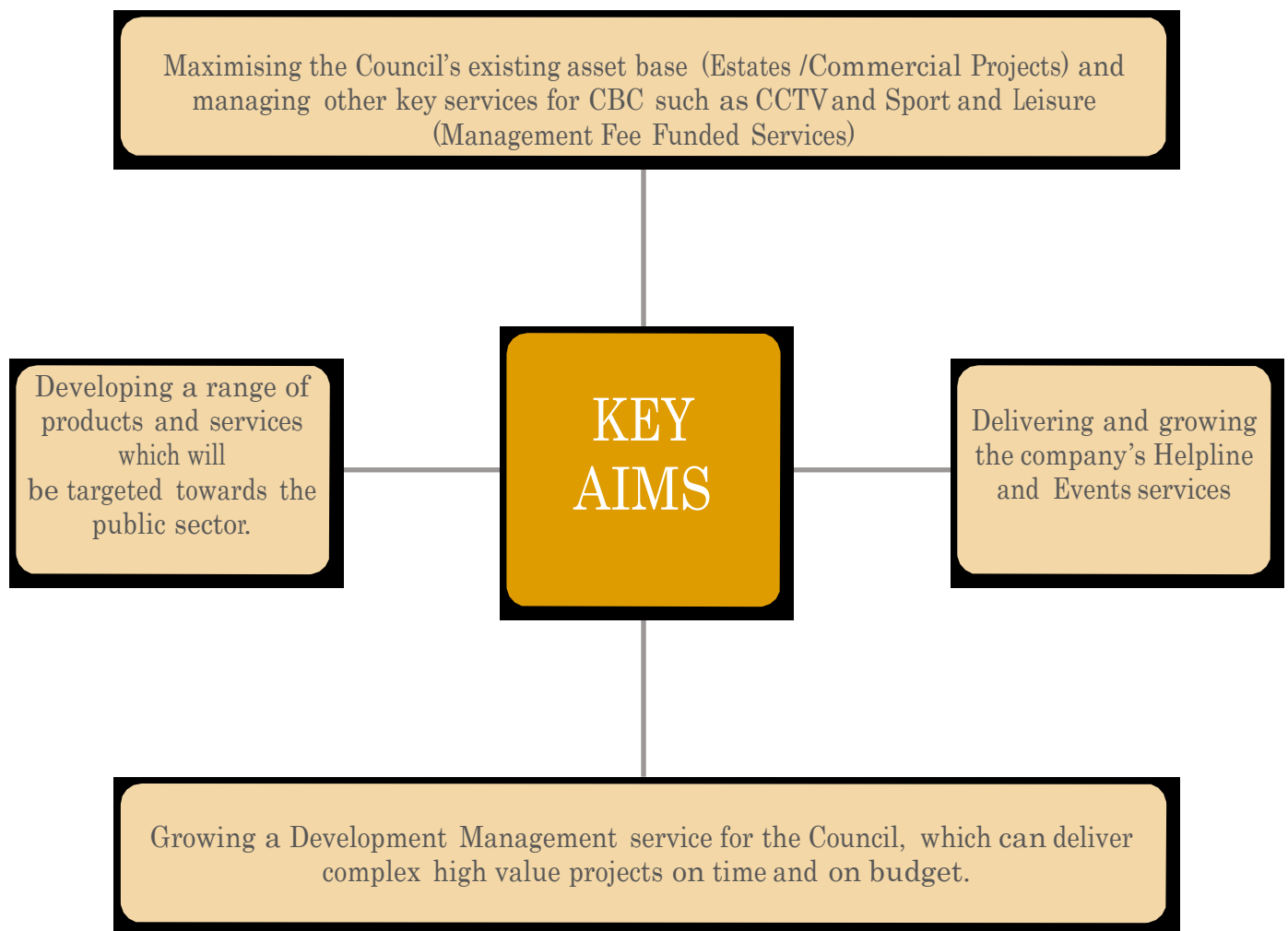
CATL delivers a diverse range of products and services to individuals and businesses across the borough.

CATL will:

- Maximise commercial opportunities and to trade our services in a manner which reflects the ethos of our parent company and sole shareholder, Colchester Borough Council.
- Build our customer and client base and grow a local and regional reputation by delivering high quality services which are good value for money.
- Deliver key services to our largest client, Colchester Borough Council, which maintain and grow its asset-based income levels AND maximise economic and social benefits across the Borough
- Develop new areas of business across all our services
- Maintain a happy and productive workforce



CATL will focus on four key areas of work within this plan period:



Our Services will be:

- Flexible and innovative with tailor made options to meet the needs of the individual customer
- Locally delivered - where possible, and relevant, we will utilise local suppliers
- Delivered by trusted, reliable and skilled employees.

SPOTLIGHT ON: COLCHESTER AMPHORA ENERGY LTD

Colchester Amphora Energy Ltd (CAEL) will continue to develop and promote the use of local low carbon sources of heat and power through a range of projects and initiatives.

CAEL's current focus is on the delivery of a large heat network at North Colchester that will provide an ultra-low carbon heat solution to residents, businesses and other commercial users as part of the proposed growth location in this part of the Borough.

Delivery Timeline:

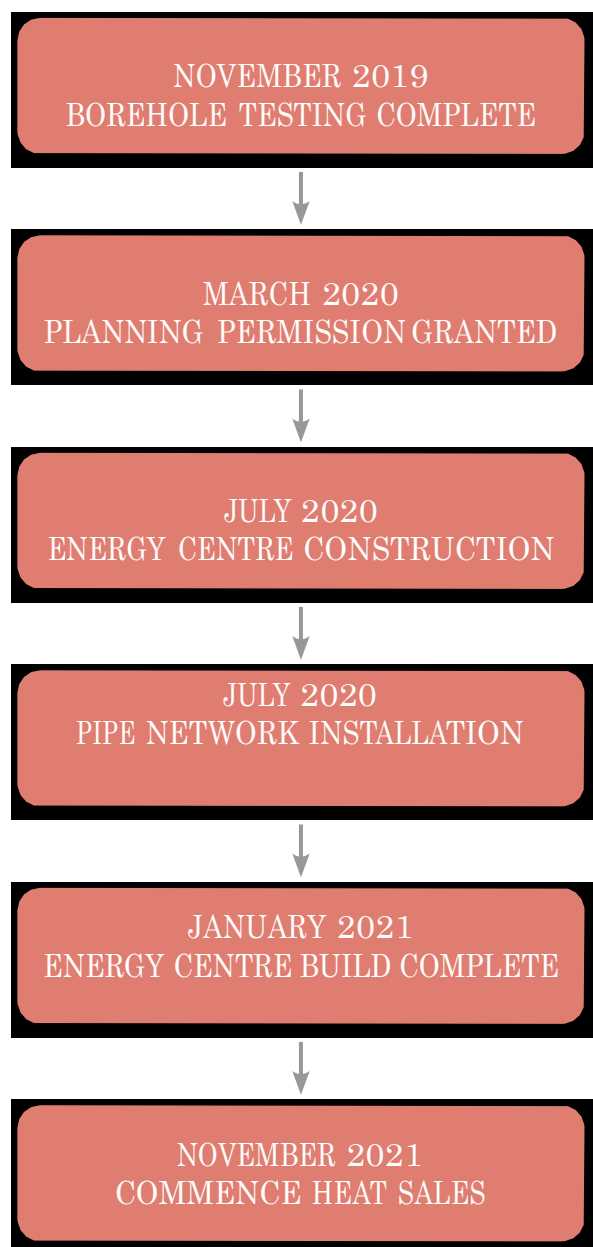


Image of borehole testing compound at the Northern Gateway

CAEL continues to explore new opportunities and are working with local and regional partners to develop proposals for further projects in the Borough.

OUR SECOND YEAR IN NUMBERS

COLCHESTER AMPHORA TRADING COLCHESTER EVENTS COMPANY

CEC	2018/19	2019/20	Change	% Change
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Number of Visitors by venue:

Charter Hall	31,000	42,000	11,000	
Open Air/Park	180,000	185,850	5,850	
	211,000	227,850	16,850	+8%

Number of Events by venue:	2018/19	2019/20	Change	% Change
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Charter Hall	55	70	15	
Town Hall	359	491	132	
Castle	57	47	-10	
Open Air/Park	46	45	-1	
	517	653	136	+26%



Map illustrating ticket purchasers in 2017/18 season for Colchester Events Company

OUR 2nd YEAR IN NUMBERS

HELPLINE

Helpline	2018/19	2019/20	Change	% Change
Answered Calls	56,000	56,862	1,862	+3.3%
Customers	3,500	3,655	155	+4.4%
Customer Falls	3,000	2,945	-55	-1.9%



Helpline response officer with vehicle



CCTV office

CCTV	18/19	19/20	Change	% Change
Assisted Arrests	150	283	133	+89%

OUR 2nd YEAR IN NUMBERS



COLCHESTER AMPHORA ENERGY LTD

- Testing and drilling of boreholes
- Heat system design



COLCHESTER AMPHORA HOMES LTD

- 1 housing development site acquired
- Phase 3 developments feasibility assessment
- Assessing garage sites and progressing with planning applications
- Detailed planning granted for 2 Phase One sites and applications pending for 2 garage sites



COLCHESTER COMMERCIAL HOLDINGS LTD

- £394,000 dividend for year two is on forecast for delivery

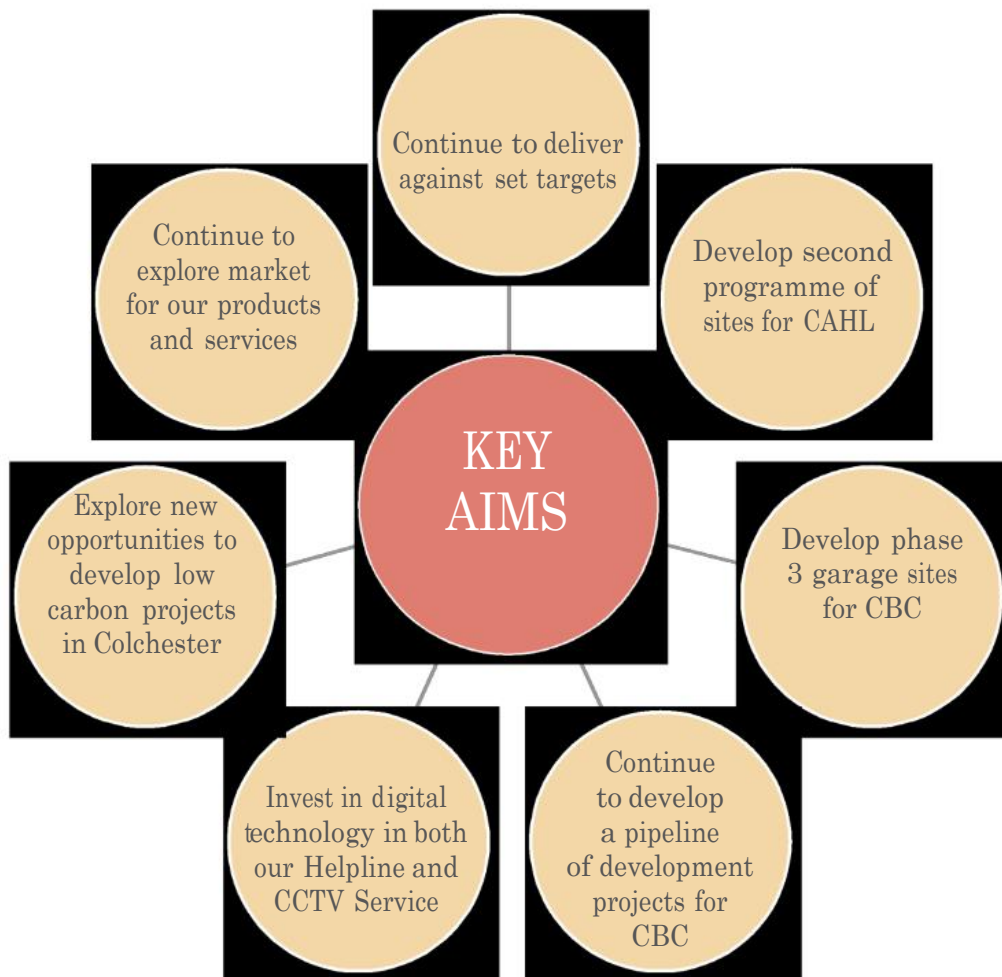


COMMERCIAL DEVELOPMENT & ESTATES

- £3.5m income raised for Colchester Borough Council (CBC) via commercial lets
- £19m of external funding secured for CBC
- Managed £30m capital programme for CBC

FORWARD LOOK

BUILDING UPON OUR PERFORMANCE TO DATE:



FINANCIAL PLAN

Colchester Commercial (Holdings) Limited Group Consolidated Forecast 2019 to 2022

	2019/2020	2020/2021	2021/2022	TOTAL
Income	6,249,869	6,189,816	5,027,179	17,965,904
Expenditure	-5,763,428	-5,533,436	-4,213,141	-15,733,368
Profit before tax	486,441	656,381	814,039	1,962,536
Tax	- 92,424	-124,712	-155,746	-372,882
Net Profit (Available for dividends)	394,017	531,668	663,969	1,589,654

The above forecast ignores the potential impact of the Local Government Pension Scheme movements as they cannot be accurately predicted.

Due to the fact that the balance sheet is relatively simple and no large fluctuations are expected it has not been deemed necessary to include a forecast balance sheet.

As the level of cash is controlled against the level of debt held with the Council it has also not been deemed necessary to include a forecast statement of cash flows.





11 March 2020

Report of	Strategic Director Policy and Place	Author	Andrew Tyrrell ☎ 282390
Title	Update on the “Turnstone” Development at Colchester Northern Gateway		
Wards affected	Mile End		

1 **Executive Summary**

- 1.1 This public report accompanies a Part B report and sets out proposed changes to the structure of an existing Development Agreement that Colchester Borough Council (CBC) has with Turnstone Estates (TEL) in so far as information that is not commercially sensitive or prejudicial to any future developments.
- 1.2 Previously, TEL have gained planning permission for a previous scheme and entered into a Development Agreement with CBC to promote and develop a substantial leisure park at the Colchester Northern Gateway. This leisure park requires some amendment, in order to match market demands, although it will remain anchored with a multiplex cinema. The mix of other units would be changed, subject to gaining planning permission, and should this proposal be agreed, then that application would be made soon; with an intention for TEL to begin construction on a new development at the Northern Gateway in June 2021 and complete in 2023.
- 1.3 The changes also propose financial restructuring of the deal between CBC and TEL; with a new model for financing the development over its lifetime. This is not detailed in this report but is set out in the Part B report elsewhere on the agenda.

2 **Recommended Decisions**

- 2.1 To note changes to the “Turnstone” development since the Development Agreement was entered into with them, by the Council (also referenced in the accompanying report).
- 2.2 Subject to the consideration of the accompanying report on Part B of the agenda to note that there are financial changes currently proposed, and under negotiation.
- 2.3 To delegate authority to the Strategic Director of Policy and Place to complete a Deed of Variation to the Development Agreement and other arrangements, in

consultation, with the Portfolio Holder for Resources, the Portfolio Holder for Commercial, the Monitoring Officer and the Head of Finance.

3 Reason for the Decision

- 3.1 The Colchester Northern Gateway is a flagship development for the Council, and the town, that has been planned over the last decade. This growth area is now coming forwards at an increasing rate, with developments such as David Lloyd already operating. The new £27m Sports Park being built by the Council and its wholly owned company, Colchester Amphora Trading Ltd, opens later this year and is being closely followed by the imminent development of £3.5m of infrastructure focussed around “The Walk” and the £6.7m renewable heat network that will be delivered by Colchester Amphora Energy Ltd to provide clean energy to new homes (including 350 homes, with 30% affordable housing, being built by Colchester Amphora Homes Ltd) and commercial units in the Colchester Northern Gateway south area.
- 3.2 The development of this site is important; as a visually prominent location on entrance into Colchester from junction 28 of the A12, and a key catalyst for the wider development of the remaining land at the Northern Gateway. The development of this site has otherwise stalled since it was first agreed (in 2015), and planned for longer, and needs unlocking as it meets the Councils key objectives for the growth of the Northern Gateway to:
- support wider economic growth targets and deliver infrastructure to enable regeneration,
 - create a new destination within the Borough to promote new sports participation and provide a regional quality leisure experience
 - generate significant new income streams to support the Council to maintain quality services with social value.

4. Alternative Options

- 4.1 CBC could refuse to collaborate on any amendment to the approved scheme and maintain a status quo. However, this may not see the site come forward at present, with the current operator that the Council has entered into the Agreement with previously.
- 4.2 CBC could sell the freehold of the land, which would generate a substantial capital receipt; but would lose control of the site, have no guarantee that would bring development forward faster, or preserve as much control over quality, and would not provide an ongoing revenue stream to support Council services beyond the capital receipt.
- 4.3 CBC could refuse to amend the financial structure of the development as set out in the accompanying Part B report (not detailed in this public report due to the inherent commercial sensitivity of any land transactions and development proposals). However, this would constrain the development outcomes achieved on this important site, which would then remain a legacy for the lifetime of the development; or would mean a reduced income to the Council that would not meet best value for disposals of a site by public authority (meaning such a deal would not be possible and the current agreement for developing the site would probably need to be abandoned entirely).

5. Background

5.1 Original Proposals

- 5.1.1 A Cabinet decision on 5 September 2012 originally endorsed the “Vision” for the Northern Gateway; which was, at that time, presented within a Masterplan by Allies and Morrison. Members had previously requested that the “Vision” for the Northern Gateway should incorporate the following outcomes:
- A new gateway destination for Colchester, and the wider region.
 - A 21st Century vibrant location offering participation sports and family leisure.
 - The creation of 3,500 jobs.
 - Striking design
 - Green credentials
 - Supportive of the Town Centre
 - Significant new revenue streams
- 5.1.2 The Masterplan included land parcels at Cuckoo Farm which had the benefit of outline planning permissions originally granted in 2006. These permissions delivered the Community Stadium, FlaktWoods development, Easter Park, Axial Way and the Via Urbis Romanae, Junction 28 on the A12, the BP petrol station relocation, McDonald’s, Lancaster, and Inchcape. Since then, subsequent permissions have also delivered the David Lloyd Tennis Centre (immediately south of the Turnstone development site). With the Council directly delivering the nearby £27m Sports Park (due to open in September) and about to commence “The Walk” (see other report on this Agenda) and the Energy Centre for the £6.7m Heat Network the Northern Gateway is starting to take shape.
- 5.1.3 The specific parcel of land now known as the “Turnstone” site is immediately adjacent to the (east of the) Community Football Stadium, on the Axial Way roundabout and on approach to or from Junction 28 of the A12 along Via Urbis Romanae. During 2015 a soft marketing exercise was carried out for this site CBC, to establish the level of interest from the Leisure development sector and their funders. With the information gained from marketing, the Council then commenced a disposal process in respect of (then) two parcels of land totalling 18 acres (this site is now reduced, see 5.2.6).
- 5.1.4 From the broad range of interest, five parties were selected for initial interview, before two developers were invited to provide more design detail for their schemes, explain further their financial proposals, and also enter discussions around the prospective legal arrangements that they would be willing to agree to if chosen as a partner to the Council. Both parties presented their proposals to Cabinet Members for Regeneration and Resources on 8 September 2015 before the final scoring process saw TEL become the preferred bidders for this site.
- 5.1.5 At the time they were chosen, TEL proposed a lease of an 18-acre site (two parcels either side of United Way) would be granted to them for a development including the following elements:
- 12-screen regional cinema over 40,000 sq.ft
 - 12 restaurants
 - 80-bed hotel
 - 1,000 car parking spaces (predominantly multi-storey)
 - 80,000 sq.ft of other leisure uses

- Exemplary public realm including large areas of water, created out of a dedicated budget

- 5.1.6 TEL also declared an ambition for the development to achieve a “Very Good” BREEAM rating, to run a service charge regime within the development and contribute to an Estate Charge (to cover the costs of running the wider area, that would be arranged via a Management Company to be established, but not operated by Turnstone).
- 5.1.7 Full planning permission was granted for this scheme in 2016 and a Development Agreement was entered into between CBC and TEL; before changes in the market occurred that have seen the development requiring reconsideration.

5.2 New Proposals

- 5.2.1 The proposals have since been revised and discussed with the Planning Service through a pre-application enquiry process. This has achieved informal support for a new mix and layout to the proposed development scheme that would reduce the number of restaurants and introduce other uses; for which demand has emerged. The size of each restaurant has also been reduced in line with market requirements.
- 5.2.2 Overall, that produces 1,269 sq.ft less than originally approved. Conversely the hotel has increased from 80-beds to 83-beds. The changes also result in less parking requirement on site, further helped as part of the original site would now be retained by the Council for alternative development by the Council or another developer in due course. These changes have not yet been publicised but are included herein as any agreement to this report (and the Part B confidential report) would result in the imminent submission of a planning application that will make all of the above public in due course. This would all need to be submitted as a formal planning application and will be subject to the usual planning process.
- 5.2.3 In terms of pre-lets, if the amended scheme gets approved and proceeds then TEL already have agreements signed with a number of known chains and operators, including for all of the D2 (Leisure and Assembly in planning use classes) Units. This demonstrates confidence that the development would proceed quickly. The current estimate is that construction could begin in June 2021.
- 5.2.4 In addition, the financial structure of the development has also been closely scrutinised and amendments are proposed to this. These details cannot be included in the public report but are set out in the accompanying confidential report. It is possible to share that CBC will retain the freehold of this land (in either scenario) and this has always been, and remains, the intention.
- 5.2.5 The development was previously estimated to create circa 700 new full and part time jobs on completion, whilst the construction phase was estimated to bring 260 direct jobs and a further indirect and supply chain employment.

6. Equality, Diversity and Human Rights implications

- 6.1 Under the Equality Act 2010, Section 149, a public authority must, in the exercise of its functions, have due regard to the need to:
- eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
 - advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and
 - foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
- 6.2 The recommendations will have no disproportionate impact on any protected group. Further Equality Impact Assessment information can be found [here](#).

7. Strategic Plan References

- 7.1 The development would contribute to the following Strategic Plan references:

GROWTH... Ensuring all residents benefit from the growth of the borough

- Help make sure Colchester is a welcoming place for all residents and visitors
- Ensure residents benefit from Colchester's economic growth with skills, jobs and improving infrastructure
- Promote inward investment to the borough

OPPORTUNITY... Promoting and improving Colchester and its environment

- Promote and enhance Colchester borough's heritage and visitor attractions to increase visitor numbers and to support job creation
- Promote initiatives to help residents live healthier lives.

WELLBEING... Making Colchester an even better place to live and supporting those who need most help

- Help residents adopt healthier lifestyles by enabling the provision of excellent leisure facilities and beautiful green spaces, countryside and beaches.

8. Consultation

- 8.1 The Council's original aspirations for this site were consulted upon as part of the Planning application process as far back as 2006. In 2014 a public consultation was conducted in various different locations within the Borough, with a view to explaining the Council's wider Vision for the Northern Gateway, and to listen to feedback from all interested parties.
- 8.2 The development of the Vision for this site, and now its delivery has been continuously and regularly shared both within the Council, and with Members and key stakeholders. The most recent planning application for this site also underwent public consultation; similarly, the next planning application would also undergo public consultation should the Council agree to take the proposals forwards. At that time the detailed schemes will be consulted upon in the usual way.

9. Publicity Considerations

- 9.1 There have already been a significant number of good news stories generated by the development of the wider site. This site is likely to attract a great deal of positive interest from the residents of the Borough, when details of the proposed scheme are made public, and when development commences (which would be accelerated by the decisions requested in these reports).

10. Financial implications

- 10.1 As set out in the Part B confidential report.

11. Risk Management Implications

- 11.1 CATL manage a risk register for each of their projects on behalf of the Council. The key risks associated with this development concern the financial risks detailed within the confidential report.

12. Environmental and Sustainability Implications

- 12.1 The Council has declared a “Climate Emergency” and has committed to being carbon neutral by 2030. This project has elements that will contribute towards the achievement of sustainable development as defined in the National Planning Policy Framework. Achieving sustainable development means that the meeting three overarching objectives, which are interdependent and need to be pursued in mutually supportive ways. These are economic, social and environmental objectives.
- 12.2 This development project delivers jobs, leisure provision, and therefore contribute towards sustainable communities. The proposed development has less parking provision and will incorporate a sustainable travel plan to encourage methods of travel other than the private car (although it will generate some car-borne trips); overall it accords with the Climate Emergency and the sustainable development objectives set out in the NPPF.

11 March 2020

Report of	Assistant Director Place and Client Services	Author	Andrew Tyrrell ☎ 282390
Title	Award of a contract at the Northern Gateway relating to “The Walk” Boulevard, Access Roads and Infrastructure		
Wards affected	Mile End, Highwoods		

1. Executive Summary

- 1.1 The vision for the whole of Northern Gateway is to create a highly sustainable and desirable destination for people to live, work and relax. The Council is already well advanced in construction of the £27m Colchester Northern Gateway Sports Park to the north of the A12. Other developments are beginning to take shape to the south of J28, with several planning applications under consideration following on from the previous arrival of David Lloyd and others.
- 1.2 The “Northern Gateway South” includes an area of land, south of Axial Way and north of Mill Road, that will see a mixed-use development including residential development with 30% affordable homes, commercial development to support economic growth, and a healthcare campus together with community facilities. This is being brought forward with significant public realm and infrastructure in the form of an east-west boulevard (now known as “The Walk”), gigabyte broadband network infrastructure, and the Councils innovative £6.7m heat network.
- 1.3 The first phase, to which this contract relates, will see the construction of “The Walk”, access roads and underground infrastructure (for the heat network, broadband, and utilities) which will serve the development. This will be followed by a Cabinet report expected in July to award the contract for the heat networks nearby energy centre. The milestone of construction of these two elements helps meet funding requirements from both Homes England and the Department for Business, Enterprise & Industrial and Strategy. This Report sets out the process being followed and seeks delegated authority to award the contract for “The Walk” shortly, during the pre-election period.

2. Recommended Decision

- 2.1 To delegate authority to the Assistant Director Place and Client Services, in consultation with the Portfolio Holder for Commercial Services, to award a contract for the construction of “The Walk”, access roads and associated infrastructure.

3. Reason for Recommended Decision

- 3.1 To allow the works to commence in a timely manner, in line with milestone for funding agreements and project delivery objectives previously agreed by the Council. To do so with a contract that follows a framework for consistency in the delivery of this complex

project, and that retains overall control of the process (whilst allowing for specialist contractor input through the use of a design and build contract); maintaining high quality standards at the same time as meeting budgets and timescales.

4. Alternative Options

- 4.1 Not to agree the request for delegated authority to appoint the contractor, however this would delay an award of a contract until July, which would delay the delivery of the project and fail to meet funding milestones.

5. Background Information

- 5.1 The project has been developed by a wide team of specialists in different aspects of development including architecture, planning, construction, ground surveyors, infrastructure, and transport. The proposals were outlined in previous Masterplanning workshops and were included in a current application for the wider “Northern Gateway south” application currently being negotiated. As this application is not expected to be determined until later in the year, a standalone application was made for the works to which this contract also relates. Planning Application reference 200079, which also includes the energy centre, is currently under consideration and is due to be determined by the Planning Committee on 25 March, with an officer recommendation for approval.
- 5.2 In parallel with the planning application, anticipating approval, the project has also been progressed (without prejudice to the planning process) through a procurement process. The first stage of tender consisted of a Standard Questionnaire (SQ) which was issued on 15 November 2019, with a deadline for return set for 16 December 2019.
- 5.3 Five completed SQ’s were received from interested contractors. Evaluation of the five SQ’s was carried out and it was recommended that 3 out of the 5 interested contractors would be taken forward to the second stage of tender (Invitation to Tender - ITT).
- 5.4 The ITT was issued on 23 January 2020. The below shows the milestones in regard to the second stage of tender.

Milestones	Date
Issue of tender pack	23 January 2020
Site Visit **	Tuesday 11 Feb
Deadline for receipt of Bidder Clarification questions	12 noon on Thursday 20 Feb
Deadline for receipt of Tenders from Bidders	12 noon on Monday 2 March
Evaluation of Bids	3-12 March
Interviews (NB - not being scored – but can amend scores from evaluation)	Wednesday 11 March
Approval obtained through appropriate governance route	w/c 16 March
Notification to Preferred Bidder & Unsuccessful Bidders	w/c 23 March
Award of contract	After 3 April

- 5.4 An extension was requested for the second stage “deadline for receipt of tenders from bidders”; and was granted until 5 March to accommodate bidding contractors. This ensures the maximum opportunity to receive competitive bids. With the above table in mind, and with the extension since granted, for good reason; the procurement process has only recently concluded through the bid period and is still in evaluation phase. The Council will still recoup this time and be ready to award a contract at the start of April (regardless of the extension granted).
- 5.5 There are no more Cabinet meetings before the elections, and a pre-election period starts at the end of March. The decision to award the contract can still be taken during that period, but the Cabinet is asked to delegate authority to enter into a contract with the preferred contractor so that this can be concluded at the start of April, and work can start on site without delay.

6. Equality, Diversity and Human Rights implications

- 6.1 Under the Equality Act 2010, Section 149, a public authority must, in the exercise of its functions, have due regard to the need to:
- eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
 - advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and
 - foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
- 6.2 The recommendations will have no disproportionate impact on any protected group. Further Equality Impact Assessment information can be found [here](#).

7. Strategic Plan References

- 7.1 The activities to be completed under the contract to be awarded will contribute to the following Strategic Plan references:

GROWTH... Ensuring all residents benefit from the growth of the borough

- Help make sure Colchester is a welcoming place for all residents and visitors
- Ensure residents benefit from Colchester's economic growth with skills, jobs and improving infrastructure
- Promote inward investment to the borough

OPPORTUNITY... Promoting and improving Colchester and its environment

- Promote green technologies through initiatives such as SMART Cities
- Promote initiatives to help residents live healthier lives.

WELLBEING... Making Colchester an even better place to live and supporting those who need most help

- Help residents adopt healthier lifestyles by enabling the provision of excellent leisure facilities and beautiful green spaces, countryside and beaches.

8. Consultation

- 8.1 The project itself has developed overtime and public consultations have been held in regard to the development site. Statutory planning consultations have been carried out as per national planning policy guidance and the Council's Statement of Community Involvement (SCI).

9. Publicity Considerations

- 9.1 The procurement process included publicity of the opportunity to tender for this contract. There will be positive publicity opportunities related to the award of a contract and the future commencement on site of this important piece to the Northern Gateway jigsaw being assembled.

10. Financial implications

- 10.1 The Walk (previously known as The Boulevard) project is being funded by the Housing Infrastructure Fund (HIF) which was awarded to Colchester Borough Council by Homes England. The heat network is being funded with the assistance of grant funding from BEIS, of £3.5m awarded to the Council, as well as £3.2m of the Council's own budget allocated to this project previously.
- 10.2 The Walk scheme has been costed by Gleeds and Apex Construction Management under their contracts with the Council. The tender process should conclude with a contractor pricing within this budget. Without being accurate enough to compromising the competitive bid process, it is safe to say that the contract will be over £3m, but less than £4m, as an indication of the contract size and cost estimates undertaken prior to procurement. This figure is purposefully left vague, so as to not prejudice the competitive bid process (although this will also have concluded 6 days prior to this meeting agenda).

11. Health, Wellbeing and Community Safety Implications

- 11.1 The Walk will promote an attractive boulevard and public realm to encourage walking and cycling along a safe and pleasant environment that people will enjoy. It will also provide a link from the "village green" to be provided at Mill Road, towards the new £27m Sports Park, where a host of leisure pursuits can be enjoyed.

12. Health and Safety Implications

- 12.1 All construction works will adhere to The Construction (Design and Management) Regulations 2015 (CDM).

13. Risk Management Implications

- 13.1 A risk register will be created by the winning contractor and actively managed throughout the project, which is being managed by Colchester Amphora Trading Ltd (CATL) the Councils wholly owned company. CATL also have their own risk register that they manage on behalf of CBC as project managers.

14. Environmental and Sustainability Implications

- 14.1 The Council has declared a Climate Emergency and has committed to being carbon neutral by 2030. This project will help promote sustainable travel and renewable energy that will contribute towards the achievement of sustainable development as defined in the National Planning Policy Framework. Achieving sustainable development means that the meeting three overarching objectives, which are interdependent and need to be pursued in mutually supportive ways. These are economic, social and environmental objectives.
- 14.2 The projects contribute towards sustainable communities. Projects such as the Heat Network, an innovative low-carbon energy network, make positive contributions to reducing the impact of growth. The award of the contract, and subsequent development delivered, will promote the Climate Emergency and the sustainable development objectives set out in the NPPF.

Appendices

None.

Background Papers

None.

11 March 2020

Report of	Assistant Director of Environment	Author	Rosa Tanfield
Title	<div> <div>□ 8047</div> Request for Authority for Procurement of Fleet: Food Waste Collection Vehicles </div>		
Wards affected	All Wards		

1. Executive Summary

- 1.1 This report is to agree the options for food collection and the purchase or leasing of seven food waste vehicles for the reasons set out in this report and to delegate authority to purchase/lease the vehicles depending on the outcome of the procurement process and provided that the costs are met from within existing budgets.

2. Recommended Decision

- 2.1 To agree option ii), in paragraph 5.16 and option B in Table 1, of Appendix A for the reasons set out in this report.
- 2.2 To give authority to the Chief Operating Officer, in consultation with the Portfolio Holder for Waste, Environment and Transportation to purchase or lease seven food waste vehicles for the reasons set out in the report and providing that the costs can be met from within existing budgets.

3. Reason for Recommended Decision

- 3.1 Option ii) in paragraph 5.16 has the potential to make savings, frees up capacity at Shrub End Depot and enables the site to continue to deal with growing capacity for recycling waste.
- 3.2 Option B in Table 1 in Appendix A of this report is recommended because the purchasing of larger vehicles will reduce the number of vehicles, the number of trips and release further capacity to deal with the growing volumes of food waste. This will also mean that the trailer and articulated lorry will no longer be required for food waste which may create a budget saving and free up capacity for glass and refuse.
- 3.3 The current fleet is coming to the end of the existing lease hire on the 31st October 2020, so for operational reasons the Council will need to purchase/lease replacement vehicles.
- 3.4 Due to the types of vehicles and stages within the timetable for procurement in 2020 it is recommended to delegate authority to the Chief Operating Officer in consultation with the Portfolio Holder for Waste, Environment and Transportation, to purchase/lease the food waste vehicles, to ensure that there is no risk to the delivery of core Council services.

4. Alternative Options

- 4.1 The Council could try to extend the lease hire for the existing vehicles, but this would significantly increase hire charges and future maintenance costs. This option is also unlikely to be compliant with the Public Contracts Regulations 2015 because there are no additional rights to extend the contract hire for further periods.
- 4.2 If the Council did consider the option in paragraph 4.1 above, this would not resolve the capacity and compliance issues at Shrub End depot.

5. Background Information

- 5.1 The Council manages the food waste vehicles, which enable it to meet its duties in relation to food waste collection and deliver against its priorities set out in the Council's Strategic Plan.
- 5.2 The Council has a responsibility to ensure that all fleet complies with national standards, is adequate in terms of capacity, reliable and is fit for purpose to deliver against the agreed outcomes for the Service.
- 5.3 Without a regime of vehicle replacement, the Council will not be able to deliver a satisfactory service to residents, visitors and businesses. The investment will promote financial, social and environmental benefits and support the Council's strategic aims.
- 5.4 The leasing contracts for the existing eight food waste vehicles will expire on the 31st October 2020, so these vehicles will need to be replaced.
- 5.5 Although the Council has a repair and maintenance contract with an existing provider, the level of wear and tear on these vehicles means that they are unavailable, due to repairs, for increasing periods of time. This means there are times when the Council does not have a full complement of vehicles available which in turn impacts negatively on services. The Council has also extended the lease hire for the maximum period permitted via the original procurement process.
- 5.6 As part of the Council's Medium Term Financial Forecast (MTFF), the Council agreed to purchase a new waste fleet once the current leasing arrangement expires. As part of the option appraisal exercise a saving of £250,000 (£150,000 in 2019/20 and £100,000 in 2020/21) was identified by purchasing these vehicles, but also reducing the overall size of the fleet. At the time of the exercise it was decided that the Council would borrow to fund the capital investment. As part of the procurement process the Council is also looking at the alternative option of lease hire so that a comparison can be made to ensure the Council obtains overall value for money.
- 5.7 There is an approximate lead in time of 6 months on delivery of vehicles, so to allow the vehicles to be delivered in time, full procurement processes and orders need to be in place by May 2020.
- 5.8 The existing food waste vehicles tip daily at the Shrub End Depot with some vehicles tipping twice daily and the collected food waste being stored in an arctic trailer and taken to the BioGen facility at Halstead seven times a week.
- 5.9 In line with the Council's commitment to reducing carbon emissions, Officers have investigated the potential of procuring low emission / electric food waste vehicles. Unfortunately, there are no electric food waste specific vehicles currently being

manufactured; although we are aware of one fully electric refuse collection vehicle (26 tonne) currently being trialled.

- 5.10 Accordingly, the viability of electric food waste collection vehicles will not be known for some time and so there is no operational impact assessment that can be made in relation to the use of electric food waste vehicles or their associated costs at this time, although this will form part of future reviews. There is also no scope for delaying the purchase/lease hire for the replacement food collection vehicles for the reasons set out in this report. However, the Council will be exploring the option of electric vehicles in relation to the replacement of the light fleet vehicles. This will be subject to a separate procurement process because there are likely to be viable options for these types of vehicles, with the additional benefit of creating the infrastructure that could be used for future trials of waste and food collection vehicles. This will enable a full impact assessment to be made in relation to service delivery at a later date.
- 5.11 In pursuit of the best practicable environmental option with the food waste fleet, any replacement Heavy Goods Vehicles (vehicles over 3.5 tonne) will have the latest Euro VI engines. This will ensure cleaner fuel technology and will reduce CO² emissions, which falls under the Directive on the Promotion of Clean and Energy Efficient Road Transport Vehicles.
- 5.12 Whilst the Council has committed to reducing the number of vehicles overall within its fleet, there is an option to increase the size of the food waste vehicles, from 7.5 tonne to 11 tonne. This will enable crews to collect more waste, without the need to make repeated trips back to the Shrub End Depot. Coupled with a route optimisation exercise, there are likely to be further improvements to mileage, fuel usage and carbon emissions.
- 5.13 To ensure the Council is a fully compliant waste handler and operator, it must conform to stringent legal requirements and waste management licence standards. There is a growing risk that the Council may not be able to sustain these standards and requirements, unless operational changes take place.
- 5.14 To conform with Environment Agency (EA) legal requirements and waste management licence requirements, food waste at Shrub End depot must not be deposited on the floor and must be loaded directly into a sealed unit. The Council must also conform to requirements to the limitation of wastes that are likely to attract scavengers. These wastes are only permitted at Shrub End Depot if they are stored in areas that provide security against scavengers; for example, a closed or secure container, a covered building, or in areas provided with netting or fencing. The current arrangement is for the food waste to be stored until transfer in an arctic trailer; it does not securely prevent the ingress of scavengers, and therefore this is not a long-term solution.
- 5.15 The Council is permitted to accept only a limited amount of waste in any given year at Shrub End Depot, as set out within the waste management licence with the EA. The Council is reaching this limit due to the continued increase in recycling, food and general street cleaning waste. The Council could request an increase to the limit on the EA waste management licence, however the small footprint of the Shrub End depot means the EA is unlikely to grant an extension to the limit.
- 5.16 There are two options available:
- i.) Purpose built unit at Shrub End Depot

Build a purpose-built sealed building that can accommodate a forty-foot trailer and capacity for food waste vehicles to drive in and tip the food all behind a closed door. This would have a significant impact on the space in the depot to deal with other materials and will raise health and safety concerns with regard to the movement of vehicles and pedestrians around the depot. Indicatively, the cost of the building alone would be in excess of £600,000.

ii.) Food transferred directly to BioGen facility

Food waste could be taken directly to the BioGen facility at Halstead by the crews operating the food waste collections. This would negate the need to tip the food waste at the Shrub End depot, reducing the current amount of waste accepted at depot. This would release some capacity for continued growth in recycling and waste accepted at the site in the future.

Trials of food waste being taken directly to the transfer station have been undertaken. This resulted in some food waste vehicles not having time to run to Halstead BioGen facility to tip each load on certain days. This issue could be negated if larger vehicles were used and route optimisation is undertaken. This would eliminate the need to tip twice in one day, saving a turnaround time of roughly one hour thirty minutes.

5.17 If option 5.16 ii) is agreed, this will increase the distance that some of the food vehicles will need to travel. However, the impact of this will be mitigated by:

- the purchase/lease of larger vehicles which will reduce the number of trips
- via route optimisation, which should mitigate against the impact
- the reduction in the overall number of vehicles

Table 1, Appendix A, sets out the options available to the Council and indicative costs.

5.18 In terms of maintenance, the vehicles would be added to the existing maintenance agreement managed by the Service.

6. Procurement

6.1 The Procurement Partnership Ltd (TPPL) Framework will be used for the food waste collection vehicles, due to the expertise and knowledge provided by the team and this will also ensure compliance with the Public Contracts Regulations 2015 and the Council's Contract Procedure Rules.

7. Equality, Diversity and Human Rights implications

7.1 The relevant Equality Impact Assessment for the Council's Procurement Strategy can be found [HERE](#)

7.2 Through the Council's procurement strategy, staff ensure that all future procurement and purchasing documentation recognises, understands and supports the Council's policies with regards to equal opportunities, diversity and human rights.

9. Strategic Plan References

- 9.1 This decision contributes to the Council's [Strategic Plan 2018-21](#) 'Responsibility' theme by encouraging recycling and reducing waste to landfill.

9. Consultation

- 9.1 Frontline staff and service managers involved in the operational management of core services that require these fleet vehicles will be involved at all stages of the procurement and selection process to ensure that the vehicles are fit for purpose and appropriate.
- 9.2 There are no further direct consultation requirements over and above the process of publishing procurement awards.

10. Publicity Considerations

- 10.1 The vehicle fleet underpins many of the Councils core frontline services and this will have a potential impact on the perception of the Council if conducted well and there continues to be a good provision of services.

11. Financial implications

- 11.1 As part of the waste review the Council agreed to purchase the waste fleet once the current leasing arrangements expired. The Council has already purchased the large fleet vehicles generating a saving of approximately £150,000 with the additional £100,000 coming from the existing fleet vehicles.
- 11.2 Soft market testing has taken place and the indicative estimated costs for the food waste vehicles and associated costs are shown in Table 1 in Confidential Appendix A. Option B has been identified as the preferred option that gives resilience and if option 5.16 ii) is also agreed, this could lead to a small financial benefit. The revenue implications of the outright purchase of the seven food waste vehicles compared to the existing budget are shown below.

Option B Proposal	Cost per year
Borrowing Cost (Minimum Revenue Position and Interest Costs)	£98,800
Maintenance	£80,088
Total	£178,888
Existing budget	£135,200
Shortfall	£43,688

- 11.3 It is anticipated that any additional costs for the food waste vehicles only, will be met from existing budgets and where necessary reducing the size of the overall fleet. Small additional savings could be made by route optimisation and the change from running vehicles directly to the BioGen facility.

12 Health, Wellbeing and Community Safety Implications

- 12.1 There are no health, wellbeing or community safety implications.

13. Health and Safety Implications

- 13.1 The Council has a corporate responsibility to ensure that all fleet and transport operations comply with national standards.

14. Risk Management Implications

- 14.1 The Council will seek to mitigate against any potential risks by following the compliant procurement process and ensure contingency plans are in place for any failure of vehicles that may impact on core services.

15. Environmental and Sustainability Implications

- 15.1 The Council will constantly investigate and identify alternative options to improve the environmental impacts of the Council's fleet and will seek opportunities to trial new technology in line with the net-zero Carbon target.
- 15.2 The fleet contract will include obligations on the contractor to ensure that the Council is kept informed about the latest environmental technology innovations.
- 15.3 Any replacement Heavy Goods Vehicles (vehicles over 3.5 tonne) will have the latest Euro VI engines. This will ensure cleaner fuel technology and therefore this will reduce CO² emissions, which falls under the Directive on the Promotion of Clean and Energy Efficient Road Transport Vehicles.
- 15.2 The reduction of the number of food waste vehicles and route optimisation will also have a positive environmental impact.
- 15.3 The proposed changes for transporting food waste directly to the transfer stations will release capacity to enable continued use and growth of the Shrub End depot for recycling.

11 March 2020

Report of	Assistant Director of Environment	Author	Demi Quinn
Title	Revision of Market Operation and Fees		☎ 07908 415085
Wards affected	All wards		

1. Executive Summary

- 1.1 This report seeks approval to make changes to the operation and location of the Council's Charter Market and to work with Lion Walk Property S.A.R.L being the existing tenant of Lion Walk shopping centre("the Tenant") for the reason set out in this report.

2. Recommended Decision

- 2.1 To agree changes to the operation and location of the Council's Charter Market and to authorise the Assistant Director for Environment in consultation with the Portfolio Holder for Waste, Environment and Transportation, to enter into a lease arrangement with Lion Walk Property S.A.R.L. the tenant of Lion Walk shopping centre enabling the market to be relocated to Culver Street East to Lion Walk .
- 2.2 To permit stall holders to use their own stalls up to seven-days-a-week from Culver Street East to Lion Walk subject to the terms of the new lease

3. Reason for Recommended Decision

- 3.1 The Council has had positive conversations with the Tenant following a trial period , and they have been supportive in developing an alternative and sustainable location for the Colchester Market. Feedback from traders and the Tenant has been good following the trial and more people are interacting with the traders. Working with the Tenant provides the Council greater opportunities with increased marketing potential and greater impact on development events and special markets throughout the year.

4. Alternative Options

- 4.1 To maintain the current position, but this was not deemed appropriate for the reasons stated in the report.

5. Background information

- 5.1 On 16th July 2019 a Portfolio Holder decision was taken:
1. To allow stall holders to use their own stalls if they meet appropriate safety requirements.
 2. To approve changes to the fees for a Colchester High Street Market Pitch to £25 per pitch as proposed in the report and to introduce special offers when demand for stalls is weaker.

3. To approve the commencement of consultation on the introduction of an additional Market Day for Colchester Market on Wednesdays and reducing the market on Saturdays (until such time as it moves location).
 4. To approve trialling additional locations in Colchester for market stalls to operate on a Saturday.
- 5.2 This report provides an update on the actions taken and the outcomes.

6. Outcomes from the decisions:

Traders utilising their own stalls

- 6.1 Before the trial, Wardens and Operatives set up and took down stalls each day on a Friday and Saturday. This took a total of over 50 working hours a week on a rota which then meant they needed to take time off in lieu during the normal working week. This resulted in them spending less time performing their normal duties in their respective neighbourhoods.
- 6.2 Since the trial started, stall holders have been erecting their own stalls under the supervision of one Warden and one Operative on Saturdays. This released more than 19 hours of staff time back to Wardens and Operatives each week.
- 6.3 Some Friday traders do not feel safe setting up their own stalls on the High Street so close to passing traffic. These traders have asked to trade at Lion Walk as an alternative. They are not taking up pitches on Fridays as a result. Street Food Vendors, used to eventing, have adapted easily. Should the Friday traders start to use their own stalls, 38 hours of service a week would be released back to the Wardens and Operatives.
- 6.4 The trial has demonstrated that the Council can avoid the minimum £10,000 of expenditure on new stall covers, although it is recommended that a small number of replacement stall covers are purchased which can be met from the current maintenance budget for the Market.

Revision of fees

- 6.5 The trial started at the beginning of November and those that started using their own stalls moved on to the £25 rate immediately. By the end of November, almost all stall holders had moved to the new rate, with the exception of 4-5 regular stall holders who remained on the higher rate, because they wanted to stay on the High Street and were continuing to use the Council's stalls, as they did not feel safe to set up their own stalls (see paragraph 6.3).

Consultation and trialling different location

- 6.6 The first location chosen to trial the market was at the Priory. While it was a successful event for most traders, it was clear that if this were to become a regular market location, much work would need to be done to drive footfall. However, news of the event at the Priory brought the market to Lion Walk's attention and within 4 weeks, a test day at Culver Street East proved successful.
- 6.7 The test day on Saturday 19th October 2019 in Lion Walk was well received by public, press and media and importantly, the traders. One trader took the equivalent of a month's

takings on the trial date in comparison to their High Street location. All traders at least doubled their takings. The outcome of the test day resulted in further discussions to set up a longer trial period with traders and the Tenant.

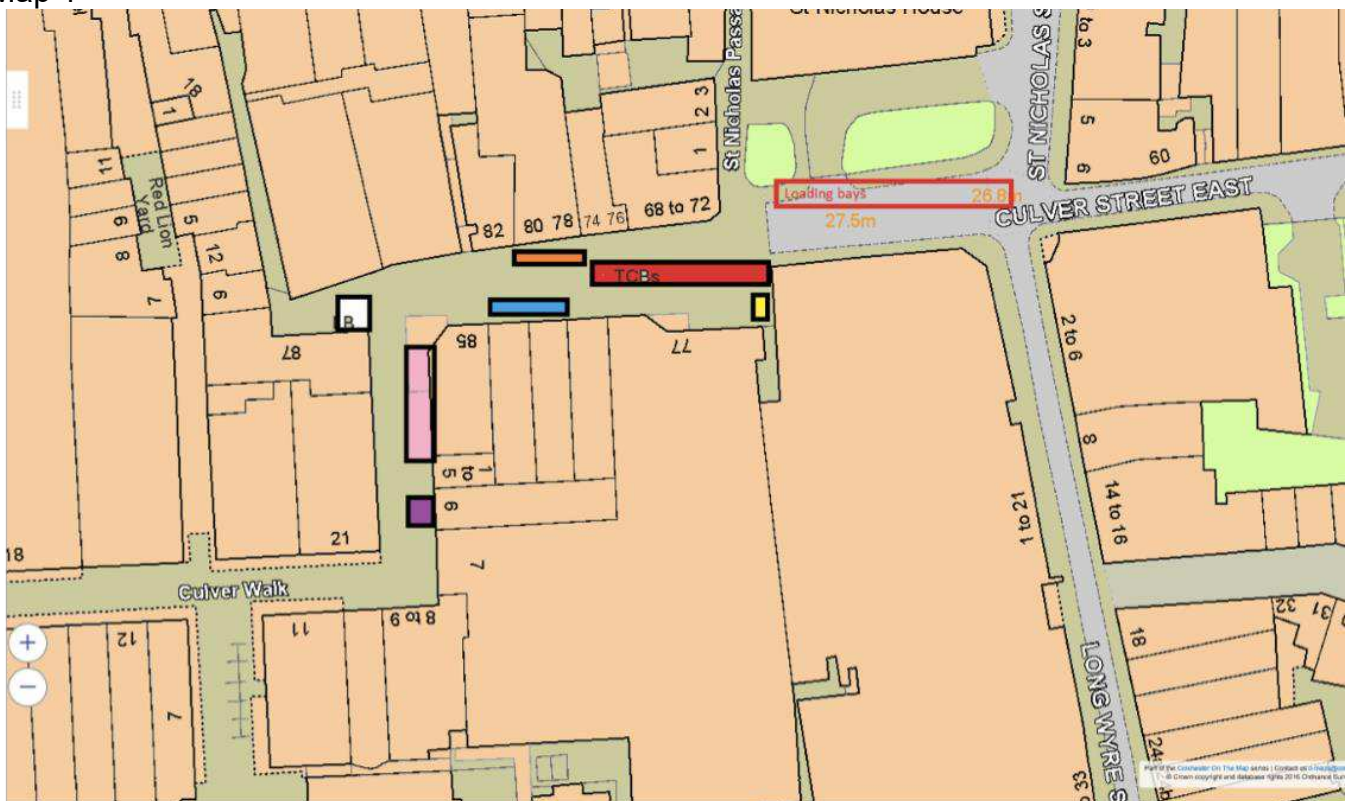
6.8 Lion Walk data underpinned the trader experience:

Footfall data from the test day on Saturday 19th October:

- Footfall count >40,000 on trial day
- Like-for-like year-on-year trial day footfall growth +9.1%

6.9 The new location is a combination of outdoor space, which is a part of the Tenant's demise, and public highway.

Map 1



Map Key

Pitch 1	Pitches 2, 3, 4, 5 & 6	Pitch 7	Pitches 8, 9 & 10	Pitches 11 & 12	Pitches 13 - 21	Pitch 22
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6.10 During the trial, the traders have been occupying pitches 1 to 12 (see Map 1). Officers are working with Essex Highways to develop a Traffic Regulation Orders to make pitches 13 to 21 available.

6.11 Pitch 22 will become available once work on the development of the Co-op building is complete, and the loading bay will be utilised for additional pitches to accommodate Fruit 'n' Veg and Fishmonger – traders which require vehicle access to unload directly to the pitch.

6.12 In addition, the square marked in blue on Map 2, will be available for themed markets throughout the year (the Chilli Challenge took place here on the 25th January and got great publicity from BBC Essex, Colne and Actual Radio, as well as the Gazette and local bloggers)

Map 2



6.13 Increased existing footfall eliminated the need to establish and communicate the 'new' market, like the Priory or other suggested locations in the town centre. This is evidenced in the takings by the traders in comparison to the High Street.

7. Impact of changes

7.1 Saturday High Street market occupancy was down to just five contracted traders and one regular casual trader, before the trial at Lion Walk began. Overall, Officers had also been advised that six permanent traders were struggling to keep businesses going and had given notice that they might have to leave after Christmas.

7.2 The Council has retained all but one of these six traders since the trial; they have either moved to Lion Walk and are already enjoying a huge increase in takings, or are waiting to move, based on outcome of this decision, encouraged by the clear opportunity of the new location. The reduction in fees was significant in retaining regular traders.

Permanent Traders	Permanent Traders	Difference	Permanent Traders	Permanent traders	Difference
Fridays pre-trial	Fridays post-trial		Saturdays pre-trial	Saturdays post-trial	
13	12	-1	5	10	+5

7.3 Within a few weeks of the Lion Walk trial, occupancy more than doubled with up to 12 traders on Saturdays at Lion Walk, plus 5 on the High Street. Three of these have since moved to Culver Street East, one is waiting to move once it becomes operationally viable, and another long-term trader has reluctantly ceased trading.

7.4 Just 15% of trialists in the last year took up the option to trade on the High Street on either a permanent or casual basis citing, footfall, location, and set up as factors. Since the trial at Culver Street East, two of these trialists have returned to Colchester Market on

Saturdays, as new location meets their expectation regarding footfall and environment. One is now permanent.

- 7.5 All former trialists will be invited to try new location once capacity increases.

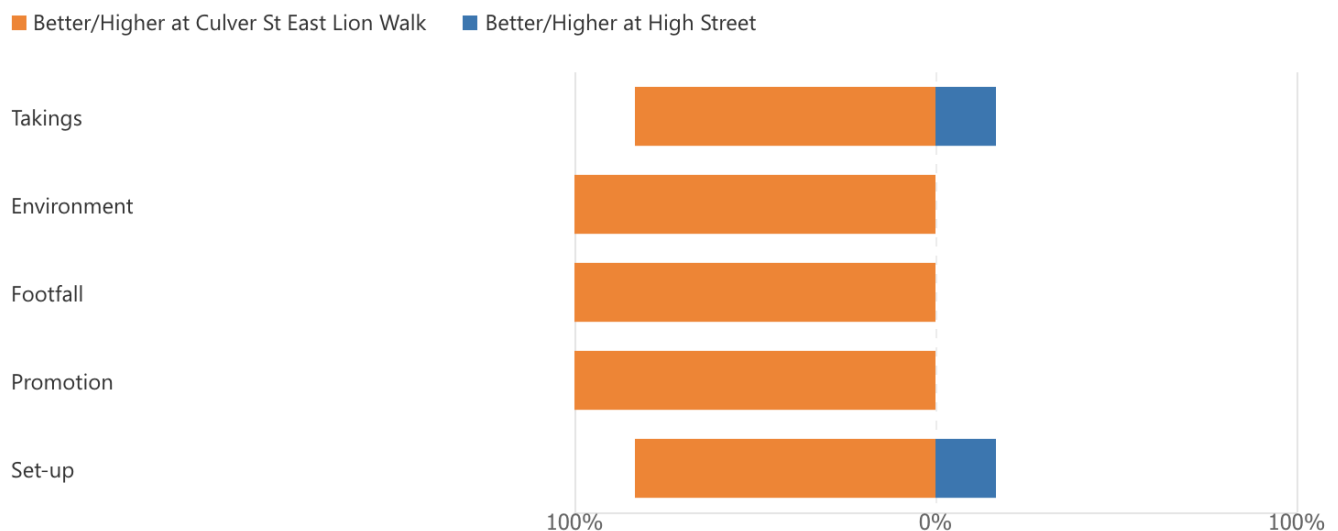
8. Feedback from the traders

- 8.1 Throughout the trial, regular meetings were held with traders for ongoing feedback and dialogue: One trader, was happy to share her experience, which is typical:

19 th October	26 th October	2 nd November	9 th November
Location: Lion Walk	Location: High Street	Location: Lion Walk	Location: Lion Walk
Customers: 50	Customers: 14	Customers: 30	Customers: 56

- 8.2 This trader now regularly receives 80 customers per day at Lion Walk. Eight out of twelve regular traders at Lion Walk have at least trebled their takings compared to the High Street. Three have stated that they would not have considered trading with Colchester Market if the Saturday market were on the High Street.

- 8.3 After three weeks of the trial, the feedback from traders on key markers were as follows:



- 8.4 Traders have asked for more opportunities to trade on alternative days to Friday and Saturday. This provides the opportunity to draw in casual traders on alternative days and enables the Council to use alternative traders at different times of the week.
- 8.5 Applications from traders, both through the Council's website and directly via the Tenant, during the trial period increased since the temporary move, with up to 8 new traders waiting to start in Spring. Because of the unique way in which the market operates, a balance of trade policy exists, so any applicants who duplicate an existing offering, are put on a waiting list and contacted once a position becomes available. There are currently 20 traders on this list.

9. Feedback from the Tenant

- 9.1 Headline data from the Tenant set out that footfall has increased since including the Market within the Lion Walk shopping centre, with a 6.2% year-on-year, like-for-like, growth. This outperforms the UK average by 11.8%, and the South East Region by 10.5%. While footfall is down by around 5% to 6% nationally and locally, Lion Walk is an outlier, enjoying growth.

10. Impact on income

- 10.1 The revision of pitch fees had a small impact on income initially, but as Q4 (quietest time of year) to date has already matched Q3 (busiest time of the year) it is clear to see that the changes have instigated growth. Extending the number of days available to traders will further increase income growth.

Q2 June to August 19	Q3 September to December 19	Q4 January to March 20*
£13,027	£10,874	£10,692

*Q4 figure has potential for further growth as more casual traders take opportunities to trade in the remaining 6 weeks of the period.

11. Proposals

Lion Walk

- 11.1 Whilst the Council is the freehold owner of Lion Walk, historically it entered into a lease with its Tenant so its consent to the proposed arrangement will be required via the terms of any agreed lease.
- 11.2 It is recommended that the temporary arrangements with the Tenant be formalised to enable the Colchester Market to be relocated. It is proposed that there will be fee share split fifty-fifty in return for the Tenant providing agreed services in terms of security, cleaning, electricity and other service that will be agreed by the terms of the proposed lease. The proposed lease arrangement will be for a fixed term which will need to be regularly renewed.
- 11.3 Officers will work with Essex Highways and colleagues to put in place changes to traffic regulation orders to facilitate the changes set out in the report. The Tenant and or the Council may also need to obtain a permission for part of the proposed site from the United Reformed Church.

Enable stall holders to operate seven days a week

- 11.4 Traders are keen to trade on other days during the week at Lion Walk. This will provide the opportunity to attract more traders and provide more variety to visitors to the town centre. In addition, those traders currently on the waiting list, may have more opportunity to trade on a different day.
- 11.5 Officers will focus on developing and establishing the market in Culver Street as a valuable asset for Colchester. Notwithstanding there will be other events and special markets that may take place throughout the year across the town centre.
- 11.6 Officers will continue to engage in active dialogue with traders and listen to feedback on the location and understand how the Council can further support them.

12. Equality, Diversity and Human Rights implications

- 12.1 An Equality Impact Assessment has been undertaken for the market and is shown in Appendix A. To ensure stall holders who are not able put up their own stall, the on-duty Neighbourhood Warden and Operatives will still be available to assist.

- 12.2 Relocating the market would mean we would no longer need to suspend blue badge parking on the High Street. Any traders on the High Street would use loading bays only which would have a positive impact for disabled people.
- 12.3 Culver Street West could be pedestrianised at a uniform time throughout the week, making it more accessible, safer and improves Air Quality.

13. Standard References

- 13.1 There are no references to consultation or publicity considerations or financial; community safety; health and safety or risk management implications.

14. Strategic Plan References

- 14.1 A vibrant and successful market contributes to the Growth and Opportunity themes of the [Strategic Plan 2018-21](#).

15. Consultation

- 15.1 Consultation with existing stall holders has already been undertaken and the results have informed this decision. A statutory formal period of consultation with stall holders is required and will be conducted regarding the changes to the operation of the Market if this decision is finalised within four weeks,
- 15.2 Officers will put in place regular opportunities for public consultation and feedback on their experience of the market. This will feed into the ongoing review of its performance.

16. Publicity Considerations

- 16.1 The decision will be publicised widely using all usual communication channels, so customers of the Market are aware of any changes to the way it is operated.
- 16.2 Officers will work in collaboration, under the new agreement with Lion Walk to develop a marketing and communication campaign for the changes and a forward programme of activities.

17. Financial implications

- 17.1 Trial has arrested pressure on market income by more than doubling occupancy further development and increased occupancy will enable new budget to be met.
- 17.2 The total cost of erecting and taking down market stalls in staff cost is £56,000 per year although this is currently funded from the overall salary budget for Neighbourhood Service. If this was charged to the budget for the Market, it would make a net loss each year.
- 17.3 Service costs paid to the Tenant for the trial period November to December was £1,100 against a staffing saving of £3,300 in same period. Further savings as a result include repairs and maintenance of existing stalls, power.
- 17.4 Existing annual charges for waste collection, electricity and maintenance are likely to be reduced as a consequence of the proposed arrangement

18. Health, Wellbeing and Community Safety Implications

- 18.1 A vibrant and efficient Market can have positive health and wellbeing benefits. Anecdotally, we know that many older residents come to visit the market to shop and for the social engagement this method of shopping involves.

19. Health and Safety Implications

- 19.1 The Council's Health and Safety Officer has been consulted regarding the changes proposed by this report and is satisfied that with the safeguards referenced in this report, they are acceptable.

20. Risk Management Implications

- 20.1 The key health and safety and financial risks associated with this decision are detailed in the main body of the report.

21. Environmental and Sustainability Implications

- 21.1 Relocating the traders to a location that is removed from vehicles, traders will benefit from better air quality

Appendix A – Equality Impact Assessment

https://colch.sharepoint.com/:b:/t/Functions/Zones/Ope/ETQ1Kj3drt1Lr_H9UOjxu8MBiaAI1S_fASOv55e365hYqQ?e=RfQ9fR

Extract from the draft minutes of the Policy and Public Initiatives Panel meeting of 20 January 2020

47. Secure and Covered Cycle Storage Options

Mr William Bramhill addressed the Panel pursuant to the provisions of Meetings General Procedure Rule 5(1). Mr Bramhill spoke to agree with the report's recommendations and request that pressure be exerted to improve the requirements for provision of cycle storage to be included in new-build residential developments, which in his view was currently insufficient and acted as a disincentive to modal shift from car use to cycling as an alternative.

The Panel raised caution that any requirements laid down for cycle storage within individual dwellings may be used for purposes other than cycle storage. A Panel member highlighted the issue of high-density developments, where space for external covered storage was reduced, and any provision of internal storage would act to increase property prices. It was further suggested that briefings on Section 106 requirements be expanded to specify requirements for cycle storage in new developments.

It was ventured by a Panel member that secure public cycle storage in the Town Centre and key areas was the crucial issue to be addressed, as the lack of such storage disincentivises the use of bicycles. Traditional cycle racks did not act sufficiently to deter theft or prevent damage, and it was put forward that cyclists should be asked for recommendations as to where to site secure covered storage in the Borough. The Panel agreed that cycling would be encouraged if cyclists could be given safer cycle routes and secure and protective cycle storage throughout Colchester.

Officers were asked to see whether data regarding the level of usage of electric bikes was available.

A discussion was held on the potential difficulties in siting secure storage areas in Colchester High Street, including the current one-way system, which resulted in cyclists from the East of Town having to dismount and push their bikes to where existing (unsecured) cycle racks are currently located. Several possible sites were suggested, including the Town Hall car park on St. Runwald Street, Holy Trinity Church and Vineyard Street Car Park and other car parks within the Town. The Town Hall car park was covered by a monitored CCTV system, whilst Holy Trinity Church could be used to provide covered storage in an easily-monitored location. Empty retail units were also suggested as a possible site for a cycle storage and repair centre for the Town Centre. A Panel member informed the Panel that the founder of 'Repair, Reuse and Recycle', Chris Blomley, had requested help to set up a centre which would include a bicycle repair service, amongst other services.

The Panel agreed that it would be worthwhile for officers to explore options for both secure public cycle storage at key locations, and options for secure and covered cycle storage in residential areas, consulting with residents as appropriate. It was suggested that land owned by the Council in residential estates could be used for residents' covered cycle storage. The cost of this was noted as being much higher than unsecured storage but would offer far better protection from damage or theft. Use of CCTV covering unsecured storage would increase safety but would be less reliable than secured storage. The Chairman argued that better advice and education should be provided to cyclists on how to maximise the security and protection of bicycles when parked.

In addition, it was noted that there remained broken links in the Colchester cycling network, which should be addressed. Rachel Forkin, Transport and Sustainability Manager, gave assurance that work was being conducted on wider cycling initiatives for the Borough, and that this included possible storage improvements and joining up the cycle network where links are currently not present. She laid out a number of possible options for Town Centre and residential secure parking and emphasised the need for any installation to be demand-led. Wide consultation would be required to identify need, and requirements for management and access arrangements would then be considered for each type of storage proposed. A Panel member noted that Colchester Town Station and the Hythe (Essex) Station did not have secure cycle storage options and so little cycle parking was to be seen at those locations. It was also noted that provision of station cycle parking was not within the Council's remit but was a responsibility of Network Rail.

The Panel stressed the need for any storage areas to be well-lit and overlooked by properties and passing pedestrians. This would be vital to ensure that cyclists felt safe utilising them.

The Transport and Sustainability Manager explained that she would obtain cost details for the range of options for secured cycle storage, should a recommendation be made and agreed to take this work further. The Housing and Planning Manager informed the Panel that it might be possible to bid for and obtain funding for cycle storage from the Town Fund, as part of the overall bid for this funding.

Councillor Julie Young attended and with the consent of the Chair addressed the Panel. Councillor Young explained that she had conducted a fact-finding visit to the 'Mini-Holland' area in Waltham Forest, which was aimed at improving links, safety and experiences for cyclists and pedestrians. She informed the Panel that the scheme had proved to be very successful, and that the secure and covered cycle storage option used there for residents' parking involved half-moon storage units, with keys provided to residents, which stored five or six bicycles each and cost around £2,500 per unit.

RESOLVED that the report had been noted and discussed.

RECOMMENDED to CABINET that officers be directed to explore options for secure and covered public cycle storage in the Town Centre and at key locations, and explore options for secure and covered cycle storage in residential areas, consulting with residents as appropriate and sourcing information as to the cost of potential

options to meet identified demand. This should be carried out as part of wider work already progressing on cycle initiatives and efforts to complete the network of cycle routes in Colchester.

Extract from the draft minutes of the Policy and Public Initiatives Panel meeting of 20 January 2020

46. Next steps regarding options for Colchester High Street: agreeing objectives, gathering data and consulting stakeholders and the public

Councillor Jowers (by reason of being a member of Essex County Council) declared a non-pecuniary interest in the following item pursuant to the provisions of Meetings General Procedure Rule 7 (5).

The Chairman clarified that this item was to discuss the future of Colchester High Street in general terms and consider the potential for reducing the amount of traffic using it.

Sir Bob Russell addressed the Panel pursuant to the provisions of Meetings General Procedure Rule 5(1). Sir Bob gave his view that pedestrianisation of the High Street would disturb the equilibrium of the Town centre and should not be introduced. Banning traffic from the High Street would cause problems for the surrounding areas and would disrupt bus networks. Sir Bob estimated that around 80% of the Town centre was already pedestrianised.

Sir Bob Russell raised issues which he believed should be addressed instead. These included a review of bus stop placements in the Town Centre, and improvement in paving especially where damaged, such as at the southern end of West Stockwell Street.

A member of the Panel described historic investigations carried out on traffic movements using the High Street, around the year 2000. These had shown that many vehicles used the High Street as a through route. It was put forward that these were the journeys which should be re-directed to alternative routes, by finding ways to lower congestion in other parts of Colchester.

Mr Nick Chilvers addressed the Panel pursuant to the provisions of Meetings General Procedure Rule 5(1) and raised his concern over weaknesses in the Town's road network, especially in the South East. Of particular concern was the difficulty in reaching the A12 or facilities in the North of Town, as experienced by those living to the South East, from Middlewick to Rowhedge. Mr Chilvers asked if the Borough Council had influence on the County Council's transport strategy.

Mr Chilvers further questioned what demolition work would be required to allow the proposed Rapid Transit System (RTS) to be routed into Colchester and requested that High Street pedestrianisation be avoided and other traffic issues be prioritised.

Karen Syrett, Housing and Planning Manager, introduced the report, which was an update on progress since the report the Panel received on Colchester High Street in January 2019. The report covered impacts on the High Street, Town Centre, and beyond. It referenced the Rapid Transit System (RTS) and the County Council's emerging Transport Strategy, both of which have evolved over the past twelve months, with the draft Transport Strategy due for consultation in the near future, whilst the RTS scheme had gained millions in Government funding. The recently-announced Towns Fund was described, with work progressing on the Town Deal which will be needed for Colchester to successfully bid for up to £25m in central government funding. The objectives for this were for long-term economic and productivity growth, encompassing land use and regeneration, improvements to skills and enterprise, and connectivity (both digital and transport links). These issues were seen as being interconnected, and so officers were considering them in this context.

The relationship between the new Strategic Priorities and Colchester High Street were highlighted, in particular the priorities for the Town Centre, and on promoting the use of walking and cycling links. There were a range of possible options, from doing nothing through to full pedestrianisation. Research and consultation would be necessary to inform the Town Deal and the related investment plan.

Matthew Brown, Economic Development Manager, provided further information on work towards the Town Deal Plan, which was expected to be ready by June/July of this year. The content was specific, such as a focus on infrastructure, enabling measures and the mitigation of identified blocking factors. A small team had been and was being appointed to oversee the necessary work, including an engagement officer. The Town Deal area included much of the residential area of Colchester and much of the key infrastructure.

A member of the Panel noted that the possibility of High Street pedestrianisation had been raised several times over past decades, that the RTS and link roads are related to the North Essex Garden Communities Project and that it was not expected that this would necessitate any demolitions. Addressing the points made by Mr Chilvers, a number of Panel members agreed that there was potential and need for a Southern bypass and/or relief road, especially were further development be carried out to the South of Colchester. This would be of use to villages to the South of the Town, and help improve East-West links from Tendring, easing pressure on existing links. It was further opined that Essex County Council (ECC) did listen to its partners, including borough and district councils, and that Colchester Borough Council (CBC) had additional links to ECC, with a member of CBC also being the Deputy Leader and Cabinet Member for Infrastructure at ECC.

The Panel noted that the Colchester bus network primarily ran through the Town Centre, and especially the High Street, potentially due to roads around the centre being as heavily congested as the High Street. The Panel queried whether, as part

of a consultation exercise, the feasibility of changing bus routes could be assessed, potentially to see if these could avoid using the High Street. Past suggestions had included a circular bus route around the Town, possibly using electric buses and including a transport hub near Colchester's main railway station.

A Panel member opined that bus routes offered and fares charged were evidence that buses were a low priority. Routes were not convenient for those with restricted mobility and some areas, particularly rural areas, had been reduced to an hourly or once-every-two-hours service. Residents often saw this as a disincentive to use buses rather than their cars and the Panel member suggested that efforts should be made to investigate whether some services could be provided by community interest groups, where gaps existed. The Housing and Planning Manager cautioned that the Council would need to adhere to rules relating to state aid, should it look at options for community bus provision. Rachel Forkin further advised that community demand would need to be evidenced before a community bus service could be introduced. The Panel noted that there was often a difference between what respondents to consultations said they wanted, and what they would actually use, and that this should be borne in mind.

Concern was raised that the County Council's Transport Strategy was emerging before the work to set out a vision for Colchester could produce results, potentially leading to a transport strategy being put in place prior to the vision that it should be designed to support. It was queried whether this could potentially limit the options for the centre of Colchester.

The Housing and Planning Manager confirmed that the four potential routes for the proposed link road all aimed to avoid the need for demolition of existing properties. She further agreed that significant forward planning was needed to examine ways to progress towards the building of a southern relief road. It was also confirmed that ECC had worked with bus operators on the drafting of their emerging Transport Strategy, but that it was not known if this had included discussion of route changes. It was known that bus operators were concerned at parking prices in Colchester being relatively low, thus incentivising car use over buses. It was considered possible to develop the vision for Colchester alongside the new transport strategy. The emerging Transport Strategy would not be finalised for some time to come following an engagement exercise.

The Panel requested more detail on funding secured for the RTS and the A120/133 Link Road. The Housing and Planning Manager confirmed that £99.9 million of government funding had been secured toward the cost of the RTS and the Link Road, with more secured via Section 106 agreements. Concern was raised by Panel members that, should the West Tey North Essex Garden Community go ahead, there would be additional strain on the road links through to Ipswich and Tendring. Should development also occur in the Middlewick area, it was argued by a Panel member that measures would need to be taken to assist through traffic in diverting around that area.

A Panel member focused on the report being a report on the High Street and that efforts should be made to press for improvements in the existing paving and reduction in traffic density. It was affirmed that this was in context of needing to examine the future for the wider Town and that all stakeholders would need to work together, including ECC, CBC and bus companies to provide traffic reduction, better bus routes, relief roads and other measures to support the Town centre vision, once created. The Housing and Planning Manager confirmed that this was the approach being pursued by Council officers. She further confirmed that she would investigate an ongoing and specific traffic issue raised by Councillor Scott Boutell and concerning Warren Lane.


The future development of Park and Ride in Colchester was discussed and the Housing and Planning Manager explained that no specific location for an eastern terminus had been identified, but that an additional Park and Ride from the East of Town was being considered and was recognised as being desirable, given the growth expected to the East of Colchester.

The Panel reiterated the importance of considering any knock-on effects that changes to the High Street might have and drew on past experience of where changes had caused problems in the surrounding road network. The Panel did, however, welcome the proposed examination of different options and ideas to reduce traffic density through the High Street, potentially including improvements to alternative cross-town routes. This would provide the best change of producing a more-successful urban network.

RESOLVED that the Policy and Public Initiatives Panel had noted and discussed the report.

RECOMMENDED to CABINET that alongside consultation and engagement exercises linked to each of the above work programmes, Officers commission a study looking at the options for reducing traffic in the High Street.

11 March 2020

Report of	Chief Operating Officer	Author	Dan Gascoyne 
Title	Final Report of the Alternative Methods of Service Delivery Task and Finish Group		
Wards affected	Not applicable		

1. Executive Summary

- 1.1 This report sets out the conclusions of the Task and Finish Group following the work it has undertaken between 2018 and 2020 in respect of achieving greater Social Value from procurement and from exploring options for mutual and cooperative services. It makes a number of recommendations to Cabinet and recommends that the work to continue reviewing options for alternative service delivery continues through new governance arrangements, such as a Policy Development Panel, in the 2020/21 Municipal Year.

2. Recommended Decision

To recommend that Cabinet:

- 2.1 Actively promotes community transport options as part of Colchester Borough Council's contribution to the development of the Colchester Transport Strategy.
- 2.2 Agrees that proposals for community transport should be community led, in response to unmet local transport needs, to ensure they are well-used and viable. Cabinet agrees to review the lessons learnt from community transport services that have been promoted by the Council previously e.g. Greenstead Hopper and Stanway Hopper projects, to inform future policy development. Any future schemes should complement, not compete with, existing commercial services, including opportunities to promote the use of low emissions vehicles.
- 2.3 The Council should seek to work with Community 360, Essex County Council and community groups to identify opportunities to secure greater cooperative or mutual governance arrangements alongside securing opportunities to provide additional rural and urban community transport services in accordance with the new strategic priorities.
- 2.4 Notes the progress being made to integrate Social Value into the Council's procurement process.
- 2.5 Amends the Council's Contract Procedure Rules to reflect Social Value commitments, for example in clarifying expectations about social value proportionate to different contract values/types; tender evaluation criteria; and supporting Small and Medium-size Enterprises.
- 2.6 Looks at opportunities to share summary information about tender opportunities arising from the Council's pipeline of major projects, at an early stage to help build capacity amongst local and smaller organisations who may hope to supply the Council.
- 2.7 Tasks a Policy Development Panel (or equivalent) with looking at ongoing opportunities for alternative models of service delivery, including mutuals and cooperatives, with a

specific review of the grounds maintenance contract in good time prior to contract renewal.

- 2.8 Agrees that the Alternative Methods of Service Delivery Task and Finish Group has concluded its work in line with its original terms of reference.

3. Reason for Recommended Decision

- 3.1 At its meeting on 13 March 2019, Cabinet agreed a number of recommendations on Social Value from the Alternative Methods of Service Delivery Group and agreed that the group would continue its work by further exploring the options for mutual and cooperative services and returning to a future Cabinet meeting with recommendations about alternative service delivery models.
- 3.2 This paper provides an update on the work of the Group during 2019/20 and provides a series of further recommendations that will enable Cabinet to discharge that commitment.

4. Alternative Options

- 4.1 No alternative options are proposed

5. Background Information

- 5.1 At its meeting on 6 June 2018, Cabinet approved the establishment of the Alternative methods of Service Delivery Task and Finish Group:
- To explore alternative methods of service delivery and contracting of services. To provide alternative business plan options for delivery through mutual or cooperative services.
 - The Group may use other Local Authority examples to examine models of service delivery and carry out peer reviews of services where appropriate.
- 5.2 The current membership of the Group is Councillors Martyn Warnes (Chair), David King, Cyril Liddy, Sue Lissimore, Sam McCarthy, Beverley Oxford and Dennis Willetts. Three meetings have taken place to date this municipal year.
- 5.3 The initial scoping stages identified two elements to focus on:
- The Council's approach to delivering Social Value through procurement (2018/19)
 - Options for alternative service delivery to be explored as part of the Council's overall approach to service improvement (2019/20)

This would enable the Council to deliver community benefits through its procurement processes in the short term, and then consider the potential in the longer term for alternative service delivery models, such as public sector mutual or cooperatives.

6. Task and Finish Group Activity in 2019/20

Social Value

- 6.1 During 2018/19 the Group agreed it would concentrate its work on issues relating to Social Value and how the Council could use its procurement processes to maximise the Social Value it obtained. Recommendations were made to Cabinet in February 2019.
- 6.2 Procurement projects in the last year have yielded a variety of Social Value outcomes including donations to local charities, several contracts that make use of local suppliers and with local employment, as well as delivering waste management and carbon reduction initiatives.

- 6.3 During 2019/20 the Council has commissioned the Social Value Portal to develop the Colchester version of the TOMs (Themes, Outcomes, Measures) and how these should be prioritised, building on the recommendations of the Task and Finish Group.
- 6.4 Given the declaration of a Climate Emergency in July 2019, and additional significant focus on developing New Strategic Priorities during this year, the Colchester TOMs are being designed to reflect this evolving context. The national SVP TOMs framework has also been reviewed during 2019 and the 2020 version is due to be published at the end of January.
- 6.5 An officer workshop, run by the SVP, is planned on 24 March to make recommendations for the Colchester version of the TOMS framework (using the 2020 version which was published by the Social Value Portal at the end of January). This will allow the Council to record and monitor delivery of the social value offers made through bid processes more systematically and in line with Council priorities.
- 6.6 Working alongside CBH and CCHL to ensure they also engage in and adopt the approach for Council contracts.
- 6.7 CBH currently use the Wellbeing Valuation tool from the Housing Associations' Charitable Trust (HACT) to measure their social impact on tenants and residents living in our social housing stock. It is anticipated that the work with the SVP will strengthen their approach to include the social value benefits derived from third party contracts.
- 6.8 As part of the roll-out of the Colchester TOMs, it is envisaged that workshops will be held for both internal and external stakeholders and suppliers.
- 6.9 The Social Value Portal will begin to support individual procurement projects to ensure bidders provide their SV offer as part of their bid submission and evaluation, in response to a clear set of Colchester TOMs.
- 6.10 Following contract award, the SVP will be providing contract management support to ensure that the winning bidder delivers on their social value offer. This will include reporting back to CBC on the outcomes being delivered and (should a particular supplier be unable to deliver in the manner submitted) how their offer can be amended to deliver the same value of benefit

Mutual and Cooperatives

- 6.11 For the 2019/20 Municipal Year Cabinet agreed that the Group continued its work by 'further exploring the options for mutual and co-operative services and returning to a future Cabinet meeting with recommendations about alternative service delivery models.'
- 6.12 At the Group's meeting in July, a paper reviewing the opportunities generally for cooperatives / mutuals was received with additional information about contracts of significant value (which might present opportunities to consider new models of service delivery). The Group considered that the only Council contract with potential was the grounds maintenance contract which runs until 2023 with options to extend to 2026.
- 6.13 This was in the context of the Cabinet decision as part of its 2020/21 budget strategy: 'There has been a widespread and effective programme of service reviews in recent years with new working arrangements and management structures in place. To allow these new ways of working to stabilise, a repeat of this process is not considered

appropriate to deliver the required savings. Savings and income proposals will therefore be delivered through specific opportunities and business cases'

- 6.14 Other public services were considered, with a request to look at Community Transport which can be either demand responsive (like the DaRT service in north west Essex/Dengie peninsula) or can be a scheduled service, along fixed routes not served by conventional bus services.
- 6.15 At the October 2019 meeting, evidence was received from Community 360 about their not-for-profit community transport provision dedicated to helping those who cannot access public transportation. Community 360 also provides the EAG hopper service from Eight Ash Green / Fordham Heath into Tollgate on Monday mornings which is self-funded by members.
- 6.16 The Group suggested that, going forward, further information would need to be sought, looking at options for how a community transport scheme could be delivered through an alternative method of service delivery.

7. Task and Finish Group Conclusions

Social Value

- 7.1 Contract Procedure Rules (CPRs) govern the procurement approach utilised by the Council and Colchester Borough Homes. Based on the additional work undertaken during 2019/20, it is recommended that the Council's CPRs be amended to reflect the authority's clearly stated commitment and approach to delivering Social Value. This could include greater clarity about the degrees of social value expected, proportionate to different contract values and types and specifying the use of tender evaluation criteria weightings. Work is already underway to refine the CPRs given changes required from the recent procurement audit and other implications arising from the UK leaving the EU.
- 7.2 For some smaller, local, enterprises (SMEs) it may be that they lack the financial scale or technical requirements to successfully tender for larger Council contracts. The time required to respond to Invitations to Tender (ITTs) may make it difficult for SMEs, cooperative or charitable organisations to enter into consortia arrangements that could help them exploit such opportunities. The Council should consider sharing information, earlier, for example about forthcoming tender opportunities likely to arise from the pipeline of major projects, to help build capacity amongst local and smaller organisations hoping to supply the Council.

Mutual and Cooperatives

- 7.3 The presentation from Community 360 at the Group's October meeting demonstrated that, for community transport options to be successful, they should be community led and in response to unmet local transport needs, to ensure they are well-used and viable. Community Transport plays a vital role in promoting independence amongst older and more vulnerable people, helping them to access essential healthcare and shopping facilities. Some community transport schemes have been supported by the Council previously, for example through the use of locality budgets and section 106 funding, including the Greenstead Hopper and Stanway Hopper projects.

Lessons should be learnt from these experiences, and to inform future policy development, before any additional services are put forward for investment. Any new services would need to complement but not compete with existing commercial services. Opportunities to promote the use of low emissions vehicles should be actively explored in line with the Council's commitment to tackle climate change and improve air quality.

- 7.4 Where community transport is identified as a potentially viable solution, the Council should seek to work with Community 360, ECC and community groups to identify and secure opportunities for greater cooperative or mutual governance arrangements.
- 7.5 The Colchester Transport Strategy is currently in development, with the following draft objectives:

- Providing Attractive and Healthy Environments
- Improving Sustainable Transport Modes
- Supporting Economic Growth and Connectivity
- Improve safety and the perception of safety
- Managing Demand
- Managing Assets

Community transport options may form part of the solution to a number of these objectives and should be actively considered as part of Colchester Borough Council's contribution to the development of the Colchester Transport Strategy.

- 7.6 The work of the task and finish group has begun to review several opportunities for alternative methods of service delivery, with certain services 'out of scope' at this stage and others likely to be relevant for consideration at later dates.

As discussed at the 5 February 2020 Scrutiny Panel meeting, the investigation into alternative service delivery options should remain under consideration going forward, but not necessarily led by a dedicated Task and Finish Group. From the 2020/21 Municipal Year onwards, a Policy Development Panel (or equivalent) should be tasked with looking at opportunities for alternative models of service delivery, including mutuals and cooperatives, with a specific review of the grounds maintenance contract prior to contract renewal

- 7.7 This report constitutes the final report of the Alternative Methods of Service Delivery Task and Finish Group.

8. Equality, Diversity and Human Rights implications

- 8.1 The relevant Equality Impact Assessment for the Council's Procurement Strategy can be found [here](#) or via: www.colchester.gov.uk > Your Council > How the Council Works > Equality and Diversity > Equality Impact Assessments > Commercial Services >

9. Strategic Plan References

- 9.1 Social Value has strong links to the vision, themes and objectives of the [Strategic Plan 2018-21](#), in particular, the four themes shown below:

Growth - Ensuring all residents benefit from the growth of the borough

Responsibility - Encouraging everyone to do their bit to making our borough even better

Opportunity - Promoting and improving Colchester and its environment

Wellbeing - Making Colchester an even better place to live and supporting those who need most help.

10. Consultation

- 10.1 There are no particular references at this point, but the Group is mindful of the need to actively engage with relevant stakeholders to maximise the potential outcomes.

11. Publicity Considerations

- 11.1 The Council launched a [Social Value webpage](#) in 2013 when the Act came into force, with connections made to [Supplying the Council](#) and [Modern Slavery](#) elsewhere on the Council's website.

12. Environmental and Climate Change Implications

- 12.1 The recommendations in this report directly support the Council's commitment to tackling the climate emergency by ensuring that environmental benefits are actively sought, and the outcomes monitored through the entirety of the Council's procurement activity. The newly appointed Climate Change Project Officer will be supporting the Procurement Team and service area contract managers to this effect.
- 12.2 The recommendations on community transport support the Council's commitment to sustainable development, balancing social, financial and environmental considerations and supporting the move to decarbonise, and reduce the impact on air quality from, transportation.

13. Financial implications

- 13.1 There are no immediate financial implications from this report.

14. Health, Wellbeing and Community Safety Implications

- 14.1 Social Value benefits, outcomes and impacts derived from contracts awarded to contractors and suppliers will deliver a range of improvements for the local community. Examples of possible Social Value benefits could include:
- access to work placements
 - increased opportunities for local employment
 - a commitment to spend with local suppliers where possible
 - contributions of time, money or equipment towards community projects
 - environmental considerations.

15. Health and Safety Implications

- 15.1 None

16. Risk Management Implications

- 16.1 The risk is that without a range of standard measurements that can be quantified and used by all suppliers, the Council will not be able to objectively define the benefits.

Report of	Assistant Director of Corporate and Improvement services	Author	Paul Cook ☎ 505681
Title	Amendments to the Capital Programme		
Wards affected	All		

1 Executive Summary

- 1.1 To approve amendments to the Capital Programme.

2 Recommended Decision

- 2.1 To make an increased allocation of £1.5m to the Colchester Northern Gateway North project.
- 2.2 To make an increased allocation of £350k to the Colchester Northern Gateway South project
- 2.3 the Council maximises its available capital resources, supporting the Council's Treasury Management Strategy and associated statutory requirements.
- 2.4 Members have assurance that the key risks associated with the capital programme are being managed to ensure efficient and effective delivery of the programme.
- 2.5 To hold Service Managers and Portfolio Holders accountable for budgets and project delivery.

3 Reason for Recommended Decisions

- 3.1 To allocate additional resources to enable these strategic projects to be completed

4 Alternative Options

- 4.1 If the additional allocations were not made it would not be possible to complete the projects to the agreed scope.

5 Background Information

- 5.1 These projects constitute a significant element of the Capital Programme as set out in the table. The table sets out spend from 2019/20 onwards and includes the proposed additional allocations.

Capital Programme Summary £k		
1	Lending to Council Housing Company	28,800
2	Colchester Northern Gateway North	24,317
3	HRA - Housing Improvement Programme	8,663

4	HRA - Purchase of properties	7,400
5	Equity investment in Council Housing Company	7,300
6	Mercury Theatre Redevelopment Phase 2	6,631
7	Colchester Northern Gateway South	5,844
8	Colchester Northern Gateway Heat Network	4,089
9	Other Schemes	26,565
10	Total all schemes	119,609

- 5.2 Since the revised 2019/20 programme approved by Budget Council capital allocations have been increased for some projects with significant changes set out in the table below. These additional allocations are recommended to 11 March 2020 Cabinet

Scheme	Need for increased allocation	19/20 £k	20/21 £k
Colchester Northern Gateway North	Additional Highway Works, revised costs where provisional sums included in the original contract, establishment of additional contract contingency		1,500
Colchester Northern Gateway South	Tenders exceed programme allocation	-310	660

- 5.3 The full year capital financing cost of the additional £1.850m is £111k assuming that it is met in full by borrowing. (3.5% interest cost and 2.5% minimum revenue provision.) This additional cost can be contained within the borrowing headroom identified in the November 2019 budget report to Cabinet.
- 5.4 It is expected that part of the additional costs can be met by S106 receipts if received and this will reduce the borrowing requirement.
- 5.5 The capital programme and its funding will be fully revised in setting the 2021/22 Capital programme in October 2020.

5 Strategic Plan

- 5.1 The capital programme supports the Council's Strategic Plan

6 Financial implications

- 6.1 As set out within this report

7 Environmental and Sustainability Implications

- 7.1 The Capital Programme reflect the Council's declaration of a Climate Emergency and its commitment to becoming carbon neutral by 2030. The environmental and sustainability

implications of individual programmes will be thoroughly assessed with reference to the definition of sustainable development set out in the National Planning Policy Framework.

- 7.2 The proposed additional allocations will ensure full walking and cycling access to the new Sports Hub.

8 Equality and Diversity Implications

- 8.1 Equality and diversity issues for individual projects are assessed in line with agreed policies and procedures including production of Equality Impact Assessments where appropriate.

9 Risk management implications

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

10 Other standard references

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

Background papers None

Report of	Assistant Director of Corporate and Improvement Services	Author	Paul Cook ☎ 505861
Title	Lloyds Bank – Set Off Agreement		
Wards affected	All		

1. Executive Summary

- 1.1 This report seeks approval from the Cabinet to enter into a Set Off Agreement with Lloyds Bank plc with regard to debit and credit balances on the Council's bank accounts.
- 1.2 The Council has a gross overdraft facility, which allows debit balances on one or more of the accounts to be offset against credit balances on one or more of the other accounts, provided that the combined balances of all the accounts are in credit.

2. Recommended Decision

- 2.1 To agree to set-off or transfer of credit balances in accounts held with the bank (excluding any accounts held on trust) and approve entry into the Set Off Agreement (SOA).
- 2.2 To designate the Section 151 Officer for the purpose of signing the SOA on behalf of the Council.

3. Reason for Recommended Decision

- 3.1 Lloyds Bank has reviewed its contractual arrangements and is asking each Local Authority to formalise this facility by entering into a Set Off Agreement

4. Alternative Options

- 4.1 N/A

5. Background Information

- 5.1 The Council's provider of banking services is Lloyds Bank plc. Under this arrangement, the Council operates seven current accounts. The Council has a gross overdraft facility, which allows debit balances on one or more of the accounts to be offset against credit balances on one or more of the other accounts, provided that the combined balances of all the accounts are in credit.
- 5.2 Lloyds Bank has reviewed its contractual arrangements with its English local authority customers and is asking each local authority to formalise this facility by entering into a Set Off Agreement. This agreement would permit the set-off or transfer of credit balances held with the bank towards the satisfaction of any liabilities (i.e. debit balances).
- 5.3 In order to satisfy their internal legal requirements, Lloyds have asked for entering into the Set Off Agreement as described above to be approved by the Council.
- 5.4 In practice, this will have minimal impact upon the operation of the Council's bank accounts, as it is standard practice to maintain a credit balance on each of four accounts.

6. Equality, Diversity and Human Rights implications

- 6.1 Not applicable

7. Standard References

- 7.1 Not applicable

7. Strategic Plan References

- 7.1 Not applicable.

8. Consultation

- 8.1 Not applicable

9. Publicity Considerations

- 9.1 Not applicable

10. Financial implications

- 10.1 There are no financial implications included in this report. This report has been presented to members to satisfy the Lloyds bank requirement of a formal confirmation of the arrangement

11. Health, Wellbeing and Community Safety Implications

- 11.1 Not applicable

12. Health and Safety Implications

- 12.1 Not applicable

13. Risk Management Implications

13.1 Not applicable

14. Environmental and Sustainability Implications

14.1 Not applicable

Appendices

Appendix A –Set-Off Agreement

Background Papers

None

MINUTE OF AUTHORITY

Colchester Borough Council

Minute

[Full Council (the "Council")] [Appropriate Committee of the Council] [Cabinet of the Council] *

**Please delete as applicable.*

Please Note, if the documentation is approved by a committee or Cabinet of the Council, the Council should also provide minutes evidencing the delegation of the operation of bank accounts to the relevant committee or cabinet.

Minute of the above meeting held at on
(time) (date)

A report prepared by was presented to the Members (the "**Report**") in relation to the Council's banking services provided by Lloyds Bank plc. It was explained that Lloyds Bank plc has reviewed its contractual arrangements with its English local authority customers and is asking each local authority to permit the set-off or transfer of credit balances in accounts held with the bank (excluding any accounts held on trust) in or towards the satisfaction of any liabilities. It was explained that to document the arrangements a Set-Off Agreement is to be entered into between (1) the Council and (2) Lloyds Bank plc (the "**SOA**").

DECISION

1. To agree to the set-off or transfer of credit balances in accounts held with the bank (excluding any accounts held on trust) and to approve entry into the SOA.
2. To designate as a Proper Officer of the Council for the purpose of signing the SOA on behalf of the Council. A specimen signature of the aforementioned authorised signatory is annexed to this Minute.
3. To request the Council Solicitor, to produce a certified copy of the minute of the proceedings of this meeting as verification that approval has been granted, together (where applicable) with a certified copy of minutes evidencing the delegation of the operation of bank accounts to this Committee/Cabinet.

Specimen Signatures

Name of Proper Officer

Signature

.....

.....

Report of	Assistant Director - Corporate and Improvement Services	Author	Richard Block ☎ 506825
Title	Corporate Key Performance Indicator Targets for 2020-2021		
Wards affected	All		

1. Executive Summary

- 1.1 This report proposes the Corporate Key Performance Indicator (KPI) Targets for 2020-2021.

2. Recommended Decision

- 2.1 To set Corporate KPI Targets for 2020-2021 as proposed in the report.
- 2.2 To confirm the dates contained in the Reporting Timetable covering 2020-2021.

3. Reason for Recommended Decision

- 3.1 To ensure there is a robust corporate performance monitoring framework.

4. Alternative Options

- 4.1 To consider alternative KPI Targets than those proposed.

5. Background Information

- 5.1 The report on KPI's features a graphical presentation of year-to-date performance and previous year performance against target.
- 5.2 The overall position for April – November 2019 can be found at Appendix A.
- 5.3 It is proposed that a number of KPI targets remain unchanged. It is also proposed that a number of KPI targets are changed from their current target to make them more appropriate and stretch performance:

KPI	Description	Current Target	Proposed Target
K1B1(a)	Time to process housing benefit new claims and changes	7 days	5 days
K1B1(b)	Time to process Local Council Tax Support (LCTS) new claims and changes	7 days	6 days
K1H1	New additional homes provided	920 homes	920 homes
K1H2	Affordable homes delivered (gross)	360 Delivered over three years (2018-2021)	400 Delivered over three years (2018-2021)
K1H3	Full Homelessness Duty Owed	20%	30%
K1H4	Rent Collected	98%	98.2%
K1H5	Average time to re-let council homes	25 days	24.75 days
K1P1(a)	Processing of Major planning applications	80%	85%
K1P1(b)	Processing of Minor planning applications	90%	91%
K1P1(c)	Processing of Other planning applications	90%	91%
K1R1	Council Tax Collected	97.5%	97.5%
K1R2	Business Rates (NNDR) collected	98.5%	98.5%
K1R3	Sickness rate in working days	9 days	8 days
K1W1	Residual household waste per household	346kg	346kg
K1W2	Household waste reused, recycled and composted	53%	53%
K1W3	Number of weekly missed collections	150 (new norm) and add a %missed bins a week	99.94%

		0.06% of all collections each week)	
--	--	-------------------------------------	--

- 5.4 Housing Key Indicators delivered by Colchester Borough Homes (CBH) have been agreed by Portfolio Holder for Housing and Communities. These targets can be found at Appendix A.

6. Equality, Diversity and Human Rights implications

- 6.1 Where required, specific Equality Impact Assessments have been conducted for policies and activities rather than for individual performance indicators.

7. Strategic Plan References

- 7.1 Having a robust corporate performance monitoring framework with appropriate KPI's will contribute to the effective delivery of the Strategic Plan.

8. Consultation

- 8.1 There are not any direct implications with regard to consultation.

9. Publicity Considerations

- 9.1 The performance report contains measures for our key performance. Many of these are used to monitor the performance of our services, and as such these may be of public interest. The performance report and related information is published on the [Performance](#) section of the Council's website.

10. Financial implications

- 10.1 The annual budget setting report considered separately by Cabinet will ensure there are appropriate resources to deliver the KPI targets for 2020/2021.

11. Health, Wellbeing and Community Safety Implications

- 11.1 Some of the proposed KPI's will ensure effective performance monitoring of key areas which have a positive impact on Health, Wellbeing and Community Safety.

12. Health and Safety Implications

- 12.1 This report has no direct implications with regard to Health and Safety.

13. Risk Management Implications

- 13.1 There are no specific risk management implications associated with this decision.

14. Environmental and Sustainability Implications

- 14.1 The KPI targets proposed for recycling and residual waste are examples of indicators of performance at tackling Environment and Sustainability issues. However, as work

progresses in responding to the Climate Emergency Declaration, Cabinet may wish to consider if any additional corporate KPI's in this area are required.

Appendices

- A. KPI Year End Report covering April - November 2019.
- B.. Reporting Timetable covering 2020-2021.

Background Papers

Not applicable.

Corporate Key Performance Indicators

Proposed Targets

Covering April 2020 - September 2021

K1B1 Housing Benefit	→
K1B1 LCTS	→
K1H1 Additional Homes	→
K1H2 Affordable Homes	→
K1H3 Homelessness	→
K1H4 Rent Collected	→
K1H5 Voids	→
K1P1 Planning Apps (Majors)	→
K1P1 Planning Apps (Minors)	→
K1P1 Planning Apps (Others)	→
K1R1 Council Tax Collected	→
K1R2 Business Rates Collected	→
K1R3 Sickness	→
K1W1 Residual Waste	→
K1W2 Recycled Waste	→
K1W3 Missed Bin Collections	→





Supporting Narrative

HB target to be improved by 2 days.

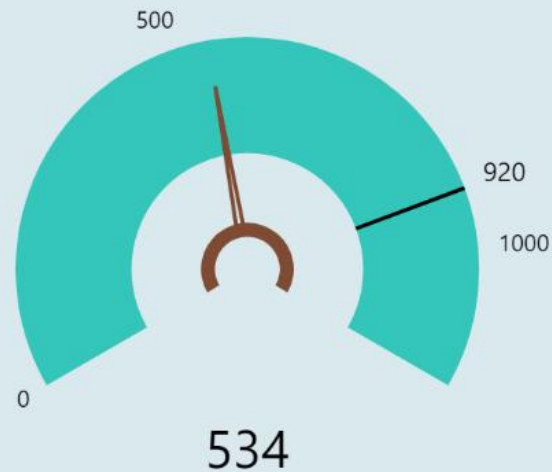


Supporting Narrative

LCTS target to be improved by 1 day.



K1H1 Additional Homes Provided



Actual towards Target and RAG Status

534✓

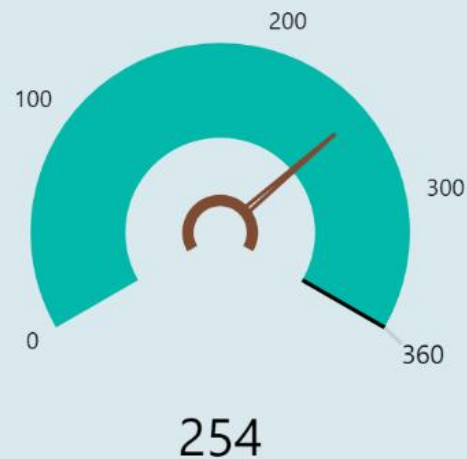
Goal: 920

Supporting Narrative

There is no change in circumstances to suggest that a different target should be applied for 2020-2021. A Review maybe advisable 2021-2022.

Target 2018-2019	Target 2019-2020	Proposed Target 2020-2021	Previous Year End Result
920	920	920	1165

K1H2 Affordable Homes Delivered over Three Years



Actual against Target and RAG Status

254✓

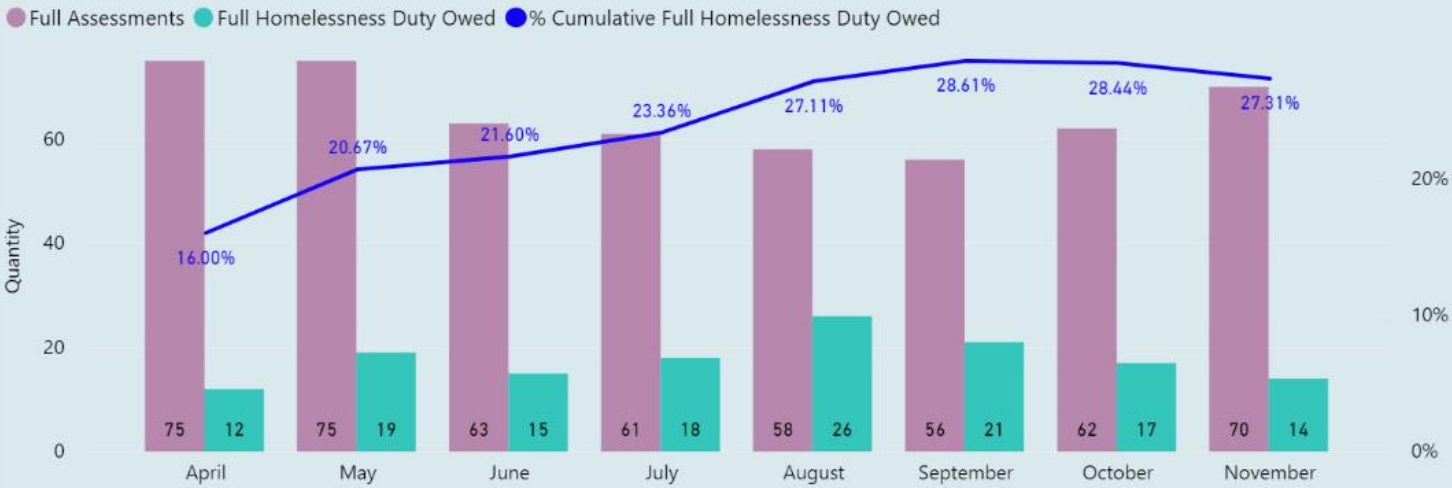
Supporting Narrative

We are well on target to achieve the 360 homes. It is proposed that the target is stretched further to 400 homes.

Target 2018-2019	Target 2019-2020	Proposed Target 2020-2021	Previous Year End Result
360	360	400	125



K1H3 Full Homelessness Duty Owed



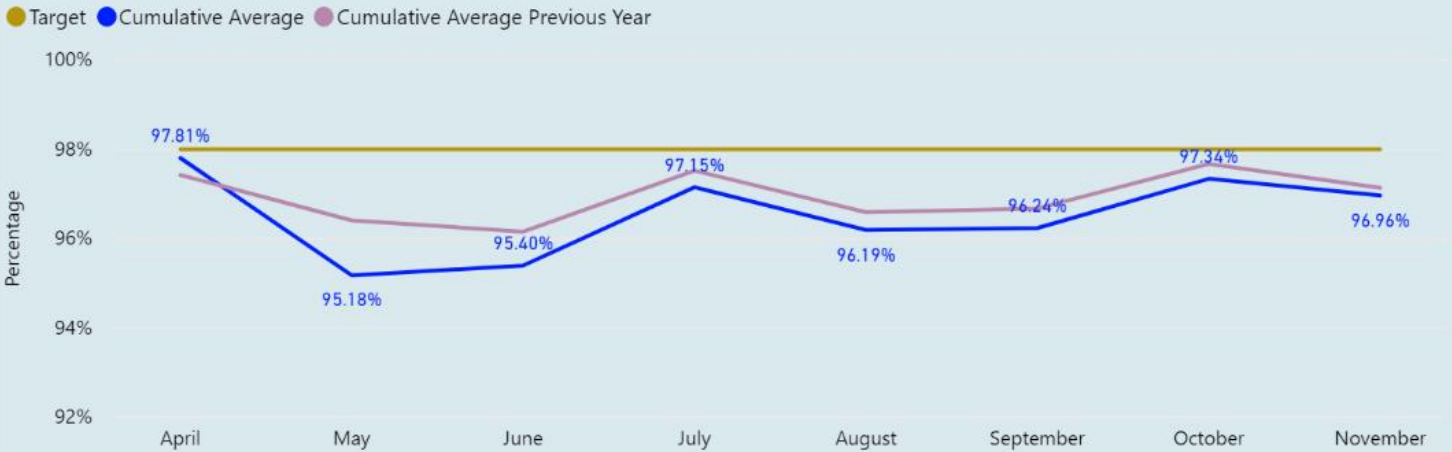
Supporting Narrative

This target has been revised following interrogation of the available data and discussions with CBH.

The data collection method has been revised to provide a more accurate measure, and using that methodology current performance is 31%.

Target 2019-2020	Proposed Target 2020-2021	Previous Year End Result
20%	30%	Not available (new KPI)

K1H4 Rent Collected



Supporting Narrative

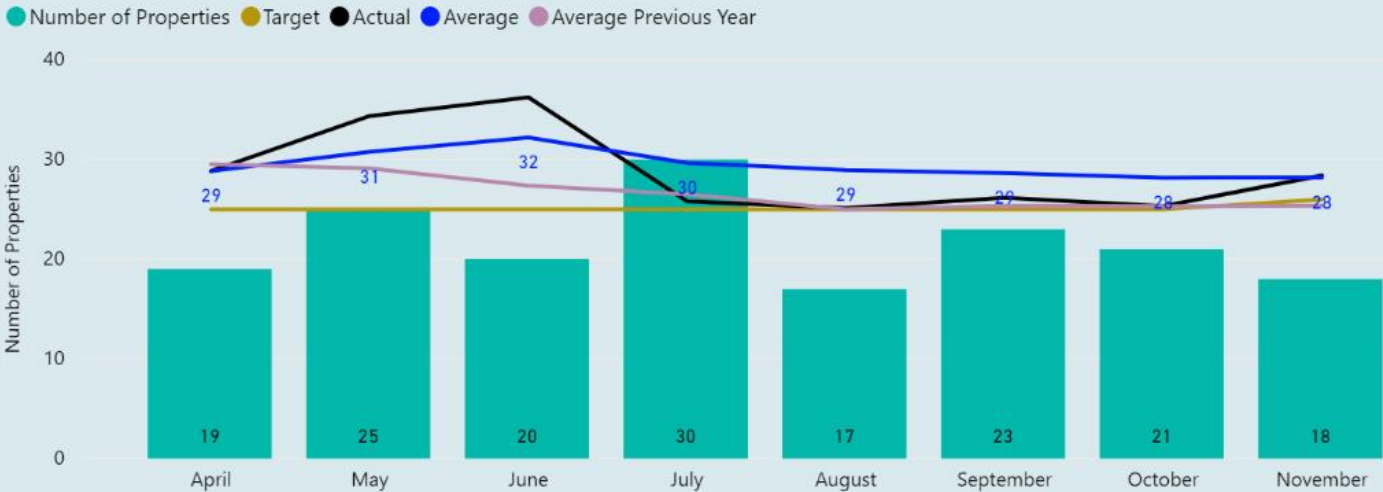
This target is determined and agreed by CBC and CBH via the Medium Term Delivery plan as approved by the PFH.

It is an incremental increase as set out in the Medium Term Delivery Plan.

Target 2018-2019	Target 2019-2020	Proposed Target 2020-2021	Previous Year End Result
96%	98%	98.2%	99.22%



K1H5 Average time to re-let Council Homes



Supporting Narrative

This target is determined and agreed by CBC and CBH via the Medium Term Delivery plan as approved by the PFH.

It has decreased in accordance with the Medium Term Delivery Plan.

Target 2018-2019	Target 2019-2020	Proposed Target 2020-2021	Previous Year End Result
25.00	25.00	24.75	27.28

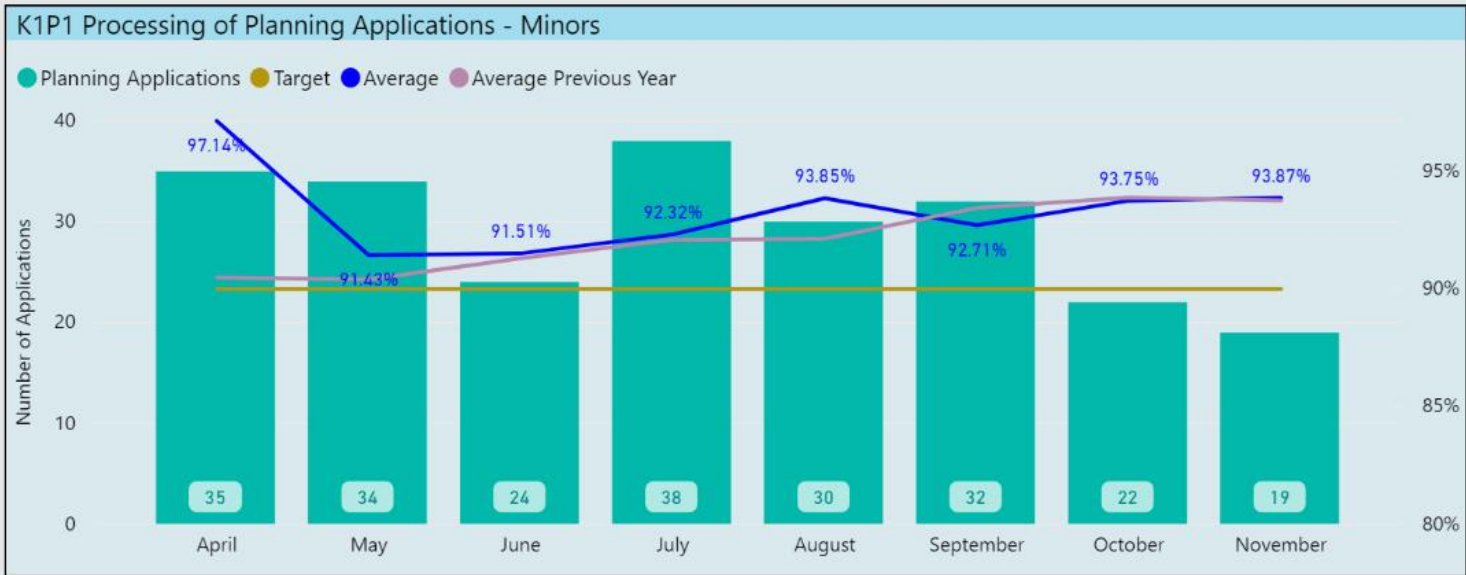




Supporting Narrative

The target has been revised following interrogation of the available data.

Target 2018-2019	Target 2019-2020	Proposed Target 2020-2021	Previous Year End Result
85%	80%	85%	78.89%



Supporting Narrative

The target has been revised following interrogation of the available data.

Target 2018-2019	Target 2019-2020	Proposed Target 2020-2021	Previous Year End Result
90%	90%	91%	93.24%





Supporting Narrative			
The target has been revised following interrogation of the available data.			
Target 2018-2019	Target 2019-2020	Proposed Target 2020-2021	Previous Year End Result
90%	90%	91%	94.93%



K1R1 Council Tax Collected



Supporting Narrative

Collection rate target to remain the same.

Target 2018-2019	Target 2019-2020	Proposed Target 2020-2021	Previous Year End Result
97.50%	97.50%	97.50%	97.91%

K1R2 Business Rated (NNDR) Collected



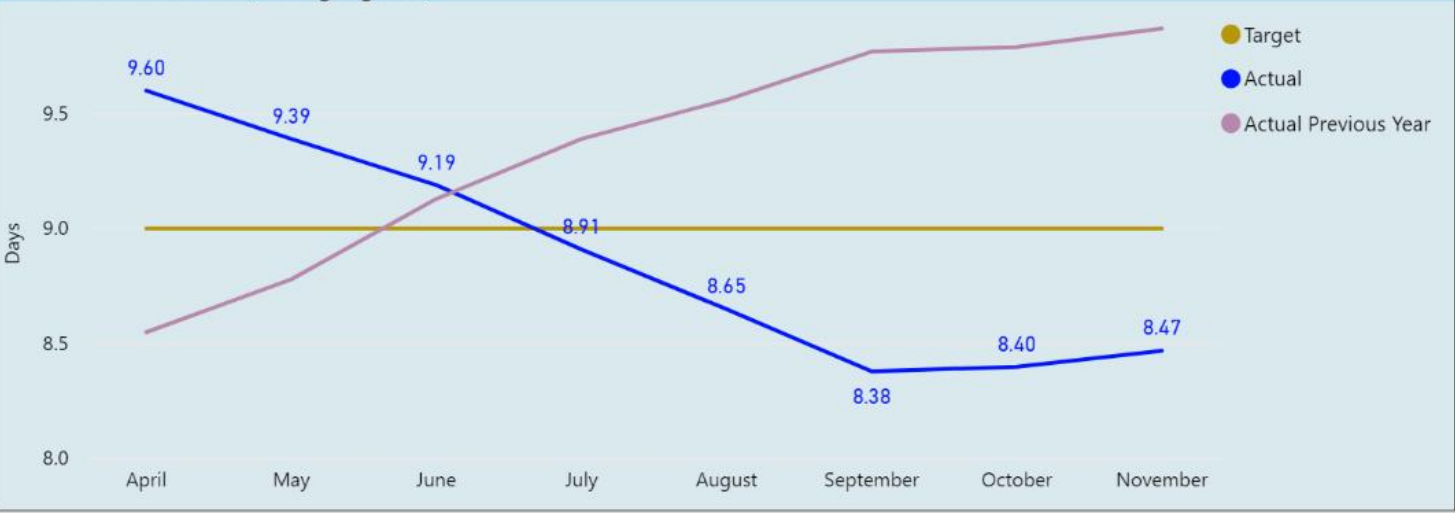
Supporting Narrative

Collection rate target to remain the same.

Target 2018-2019	Target 2019-2020	Proposed Target 2020-2021	Previous Year End Result
98.50%	98.50%	98.50%	99.36%



K1R3 Sickness Rates (Rolling Figures)



Supporting Narrative

It is proposed that 7.5 days becomes a three year target and annual targets are set incrementally to achieve this figure:

2019-2020 9 days
2020-2021 8 days
2021-2022 7.5 days

Target 2018-2019	Target 2019-2020	Proposed Target 2020-2021	Previous Year End Result
7.5	9	8	9.65

K1R3 Long Term and Short Term Sickness Rates (Rolling Figures)



Actual	Long Term	Short Term
8.47	4.72	3.75





Supporting Narrative

Rate to remain the same.

Target 2018-2019	Target 2019-2020	Proposed Target 2020-2021	Previous Year End Result
340	346	346	346.43



Supporting Narrative

Rate to remain the same.

Target 2018-2019	Target 2019-2020	Proposed Target 2020-2021	Previous Year End Result
53%	53%	53%	54.69%





Target 2018-2019	Target % 2018-2019	Target 2019-2020	Target % 2019-2020	Proposed Target 2020-2021	Previous Year End Result
150	0.06%	150.00	0.06%	99.94%	183.79

Supporting Narrative

The current target is 150 missed bins per week or around 0.04% of the approximate 345,000 collections each week. This target has remained static since 2017. It has not altered to reflect service changes nor the growth and changes to the Borough or collection rounds. It is therefore becoming increasingly unrealistic.

The average percentage of missed bins is currently 0.07% of all collections, of all properties.

It is proposed that the KPI should change to reflect the proportion of the collections achieved each week. This would demonstrate more accurately the performance of the service, regardless of service changes and overall growth in the Borough. This more dynamic percentage target will allow for growth in the Borough. With this approach, the target would be set to 99.93%.

However, a missed bin project is currently underway to further improve the performance rate, therefore, it is proposed that the new target is set at 99.94%.



The deadlines for the monthly performance reports are shown here along with the meetings this data will be reported to:

Monthly Performance Statistics – Quarter One April - June 2020			
Data Deadline to People & Performance (P&P)	28 May 2020 P1 (April statistics)	25 June 2020 P2 (May statistics)	23 July 2020 P3 (June statistics)
SMT Chat (Mondays)	1 June 2020	29 June 2020	27 July 2020

Monthly Performance Statistics – Quarter Two July - September 2020			
Data Deadline to People & Performance (P&P)	20 August 2020 P4 (July statistics)	24 September 2020 P5 (August statistics)	22 October 2020 P6 (September statistics)
SMT Chat (Mondays)	24 August 2020	28 September 2020	26 October 2020

Half Year Performance Report April – September 2020 Strategic Plan Action Plan, Monthly Performance Statistics and Award and Accreditations				
P&C	PMB	Leadership	Scrutiny Panel	Cabinet
8 October 2020	October 2020	November 2020	December 2020	January 2021

Monthly Performance Statistics – Quarter Three October - December 2020			
Data Deadline to People & Performance (P&P)	26 November 2020 P7 (October statistics)	17 December 2020 P8 (November statistics)	21 January 2021 P9 (December statistics)
SMT Chat (Mondays)	30 November 2020	21 December 2020	25 January 2021

Monthly Performance Statistics – Quarter Four January - March 2021			
Data Deadline to People & Performance (P&P)	25 February 2021 P10 (January statistics)	25 March 2021 P11 (February statistics)	22 April 2021 P12 (March statistics)
SMT Chat (Mondays)	1 March 2021	29 March 2021	26 April 2021

Proposed KPI Targets for April 2021 – March 2022				
P&C	PMB	Leadership	Scrutiny Panel	Cabinet
5 December 2020	December 2020	January 2021	January 2021	March 2021

Year End Performance Report April 2020 – March 2021 Strategic Plan Action Plan, Monthly Performance Statistics and Award and Accreditations				
P&C	PMB	Leadership	Scrutiny Panel	Cabinet
16 April 2021	May 2021	June 2021	June 2021	July 2021

Note: Single Data List Indicators – Services to continue reporting direct to the relevant Government Department

11 March 2020

Report of	Assistant Director for Place & Client Services	Author	Clare Lawrance ☎ 282506
Title	Request for Delegated Authority for the Award of HRA Contracts 2020		
Wards affected	All wards		

1. Executive Summary

- 1.1 Within the Housing Revenue Account (HRA), the Council owns almost 6,000 affordable homes, benefitting people in need of social housing. The housing stock is managed through an Arm's Length Management Organisation (ALMO), Colchester Borough Homes (CBH). Each year a number of maintenance contracts are managed in accordance with a Housing Investment Programme that keeps these homes in a suitable condition, as part of an ongoing planned approach set from the HRA Asset Management Strategy and 30-year HRA Business Plan.
- 1.2 This report sets out the maintenance contracts that are due to expire over the next year, that need new contracts to be procured and awarded for the Housing Investment Programme in 2020/21. These are contracts that are likely to require Cabinet approval due to estimated costs (over £500k for the scope of the contracts, over multiple years).
- 1.3 The report seeks delegation of powers to the Portfolio Holder for Housing and Communities to approve the award of these contracts as they arise, which will make those awards smoother and faster if they arise between meetings scheduled for the next year. A similar decision was taken in 2018, which was concluded successfully over the subsequent 'delegated contract awards'.
- 1.4 In addition, the Council agreed, in January 2019, to deliver a new Council Housebuilding Programme that delivers 350 affordable homes over 5 years. One of the schemes that forms part of that programme is the demolition and redevelopment of Elfreda House, to provide better, fit for the future, sheltered housing (also with 7 additional units of accommodation). This scheme is due to commence in Spring 2021, with existing tenants already having started to be re-homed locally; and the chosen scheme will shortly progress to a planning application, before contract procurement.
- 1.5 The report therefore also seeks confirmation of agreement to employ CBH, a Teckal exempt company (owned by the Council), to manage this project on behalf of the Council, with related fees.

2. Recommended Decision

- 2.1 To delegate authority to the Portfolio Holder for Housing and Communities for the award of the contracts set out in this report, for works within the Housing Investment Programme 2020/21.

- 2.2 To agree the appointment of CBH and delegate agreement of their fees for the re-development of Elfreda House to the Assistant Director Place & Client Services, in consultation with the Portfolio Holder for Housing and Communities.

3. Reason for Recommended Decision

- 3.1 In the last ten years, the Council has procured HRA capital works contracts for between 1 and 3 years with an option to extend subject to performance. A number of these arrangements have naturally come to the end of the contracts term or will in the coming months. During 2020 there will therefore be several procurement exercises which will require approval of a contract award. These are forecast throughout the year, with thorough scrutiny through the procurement process in seeking value for money and high-quality contractors.
- 3.2 Once evaluated, then awarded, a contractor requires mobilisation time, with transition in from one contract to another (unless a new contract is awarded to the same contractor, but this is only if it is on merit of their new contract bid). For reasons of expediency this report requests delegated authority to award those contracts as they arise, in the event that a delay to coincide with Cabinet meeting timetables would lead to a delay in the handover of any contracts in 2020/21.
- 3.3 Cabinet also agreed to the redevelopment of Elfreda House in January 2019. The project has since been progressed on schedule and a continued budget for this project for 2020/21 was approved in January 2020. The project has been progressed with CBH collaboration and the intention was always that they would be appointed as a Teckal company, owned by the Council, to help deliver the planning and construction phases of the redevelopment of a building that they already manage on behalf of the Council.

4. Alternative Options

- 4.1 Not to delegate the powers requested; but this would then need to be individually reported to Cabinet for each contract award increasing the time and resourcing required, for a procurement process that is already heavily scrutinised and regulated. The time/benefit balance would therefore suggest that delegation to the PFH would be more effective and efficient use of Council resources, without introducing risks.

5. Background Information

- 5.1 The Housing Investment Programme (HIP) is funded by the HRA and is currently an investment of around £10m across the housing stock per year. Simplistically, the HRA receives the social and affordable rents and income from Council housing that is then ring-fenced within the HRA (a separate account to the General Fund) to be invested back into the social housing stock (whether in maintenance of existing stock, or provision of new affordable homes; that then increases the income back into the HRA in future years to pay for itself). The HIP therefore includes the planned and reactive replacement of building elements, such as electrics, heating, windows, doors, kitchens and bathrooms etc, on a cyclical basis. The HIP is based on the expected notional life of those elements. This is verified by a stock condition survey of identified properties.
- 5.2 Once it has been identified that a large number of properties require similar investment then the necessary budget, part of a 30-year HRA Business Plan to manage the funds and property in the HRA, is approved by Cabinet (in January each year) to fund the investment. This work is then collated into packages of works that can be contracted together to provide value for money and economies of scale, consistency of works across the stock, relationships with contractors familiar with the Council's needs and property etc. An appropriate procurement route is identified in advance and ultimately a contractor is selected to enter into a suitable contract for the delivery of the works.
- 5.3 Previously the Council has entered into contracts on a variety of terms, whether small or large contracts, and whether for single or multiple years, and this experience informs the basis on which each element of the programme is delivered.
- 5.4 In May 2018 Cabinet approved the delegation of authority for the (then known) contracts to the relevant portfolio holder. This covered the award of HIP contracts until 2019. A specific contract for the award of a contract to refurbish vacated properties and put them straight back into use (voids contract) was also delegated to manage the cessation of a poorly performing contract and transition smoothly over to a new contractor (with shorter notice than usual). Therefore, delegation of contracts is not a new idea, and has been tested with benefits, and no resultant risk have emerged to date.
- 5.5 During 2019 a few contracts were also appointed under a different approach to the main elements of kitchens and bathrooms when additional contracting was employed to test success in attracting more SMEs (Small or Medium-sized Enterprises) to encourage more local tradesmen and businesses to bid for smaller packages of works they could cater for. These budgets were delegated to CBH and approved under their scheme of delegation. This approach proved successful with lower costs and high levels of customer satisfaction, so is being continued in 2020 (although it increases the resourcing of multiple contracts so is not advisable on all types of works).
- 5.6 This will also not be possible in future years as we approach an upsurge in the number of kitchens and bathrooms requiring replacement due to coming to the end of a 30-year life expectancy at the same time (following a largescale replacement in the early-1990s in response to decent homes changes). This will need a larger contractor operating over a longer term and so will be procured as a capital contract from 2021 onwards in order to start addressing this upsurge over several years, rather than in one year, as part of the planned approach, which will spread a further upsurge in another 30 years.
- 5.7 The delegation of the HRA contracts would therefore assist in a timely, smooth, contract renewal or replacement process over the next year, for known contracts that will emerge. These contracts include:

- Window and Door Replacements
- External Decorations
- Heating System Renewals

- 5.8 In addition to the above maintenance-related contracts the Council is progressing the redevelopment of Elfreda House. It was previously agreed that Elfreda House was beyond its lifespan in that it was no longer meeting our own standards set for modern living. The building will be demolished and replaced with a new building that provides high-quality sheltered housing fit for the future. This will achieve 7 additional homes within the new scheme at the same time as improving quality of living.
- 5.9 To continue to progress the scheme through RIBA stages 3-7, planning phase, to construction and completion, it is proposed that the Council employs CBH to manage the delivery of the project phases. CBH already manages this building and knows the residents and property well. Once planning permission has been successfully obtained, the award of the construction contract for this project will still be decided by Cabinet (later this year) after a procurement process. The expected start on site for this project is Spring 2021, subject to the final rehousing of existing residents (with around 50% already having moved to local accommodation elsewhere).

6. Equality, Diversity and Human Rights implications

- 6.1 Implications for Equality, Diversity and Human Right will be considered in all contract awards. However, it is generally thought that investment in and the appropriate maintenance the Council's housing stock has overwhelmingly positive implications for tenants and residents of the Borough.
- 6.2 The Equality Impact Assessment for the Council's Housing Investment Programme is [here](#).

7. Strategic Plan References

- 7.1 This decision is part of delivering against responsibility and wellbeing priorities in the Council's Strategic Plan 2018-21:
- Grow - Help make sure Colchester is a welcoming place for all residents and visitors
 - Wellbeing - Target support to the most disadvantaged residents and communities

8. Consultation

- 8.1 Tenants of all housing stock will be consulted in the coming year as part of a review of the Asset Management Strategy. The Asset Management Strategy will include specific reference to a suitable Procurement Strategy for HIP works.
- 8.2 Residents of Elfreda House were consulted prior to the commencement of rehoming, and progression of any plans for redevelopment, at their home site, throughout 2019 and ongoing through 2020. Neighbours to that site have been notified of intended works and will be consulted on any planning application.

9. Publicity Considerations

- 9.1 All residents are notified of major contract awards via the Resident Newsletter. Affected tenants are notified well in advance of works taking place and consulted about the specific impact on them and their household.

10. Financial implications

- 10.1 The budgets for the Housing Investment Programme were agreed by Cabinet on 29th January 2020. The budget for Elfreda House was estimated at the time of approval in January 2019, and is included in subsequent annual budgets, and will be confirmed once successful tendering of a construction contract has been received (which will come to the Cabinet to approve).

11. Health, Wellbeing and Community Safety Implications

- 11.1 It is broadly expected that communities where these works will take place will be positively affected by the completion of the works. Improved buildings and estates reduce anti-social behaviour and crime, improve health and associated outcomes for residents and communities.

12. Health and Safety Implications

- 12.1 Contractors bidding for works are expected to demonstrate a strong track record and high level of competence in managing Health and Safety through the procurement process.

13. Risk Management Implications

- 13.1 None expected.

14. Environmental and Sustainability Implications

- 14.1 The Council's approach to meeting its carbon ambitions excludes the majority of the rented housing stock. Only sheltered housing blocks are likely to be included in the baseline calculations by the Carbon Trust. The housing stock covered by these contracts are likely to include both types of property and any potential benefit will be considered in the drafting of the contract specification and scored accordingly.

Appendices

N/A

Background Papers

N/A

PETITIONS, PUBLIC STATEMENTS, QUESTIONS

(i) Have Your Say speakers

Date of Meeting	Details of Members of the Public	Subject Matter	Form of Response	Date Completed
Cabinet, 29 January 2020	Greg Edwards	Support for the 100 Homes Scheme	Councillor Fox, Portfolio Holder for Housing, provided a verbal response at the meeting.	29 January 2020
Cabinet, 29 January 2020	Gary Mac	Extension of the CCTV Network to Williams Walk and surrounding area	Councillor Lilley, Portfolio Holder for Communities, Wellbeing and Public Safety provided a verbal response at the meeting.	29 January 2020
Council, 13 February 2020	Fabian Green	Management of the River Colne	Councillor Goss, Portfolio Holder for Waste, Environment and Transportation, provided a verbal response at the meeting.	13 February 2020
Council, 13 February 2020	Angel Kalyan	Governance issues relating to a complaint	Adrian Pritchard, Chief Executive, provided a verbal response at the meeting.	13 February 2020
Council, 13 February 2020	Angela Linghorn-Baker	Tennis courts at Eudo Road	Councillor Higgins, Portfolio Holder for Customers, provided a verbal response at the meeting.	13 February 2020
Council, 13 February 2020	Sir Bob Russell	Funding of Colchester Citizens Advice Bureau	Councillor Lilley, Portfolio Holder for Communities, Wellbeing and Public Safety provided a verbal response at the meeting, and a written response after the meeting.	20 February 2020

(ii) Petitions

Date petition received	Lead Petitioner	Subject Matter	Form of Response	Date Completed
No valid petitions received in this period.				