

## Appendix B – Update on response to Peer Challenge recommendations

Recommendation	Lead	Update/status
<p><b>City Status</b>  <b>Focus on city status. Use this as an opportunity to galvanise partners, improve the Borough’s economic and cultural strength and raise the voice of Colchester</b>  <b>Harness the excitement and benefits - that city status offers and seize the opportunity with both hands, using it as the platform to raise Colchester's voice</b></p>		
<p>Legacy and longer-term place making – A year of meeting and listening to our partners/ local businesses/Town and Parish Councils/ Uni/schools/residents to find out what City Status means to them and what they need from it.</p>	<p>Lucie Breadman</p>	<p>The approach agreed by ‘Board of Chairs’ City Status Group (external leads of partnerships and Leader of Council). Legacy bound together with wider City Centre plans labelled ‘Colchester City Centre the next 100 years’. £50m of investment and extensive engagement including face to face, online, workshops with young people overseen by our creative sector partners. Participation in Key Cities Group for networking, knowledge, best practice and lobbying opportunities. Joined up marketing group to consider future vision and message has been successful, wide range of businesses participating, including big players like Zoo and Tiptree Jam (for the first time). Engagement with more rural areas (Town and Parish Councils) ongoing, debate at both scrutiny and policy panels with wider Cllrs and public. Tangible infrastructure change already underway in City Centre and engagement happening at all levels along with development of vision. Work still to do on ensuring rural communities feel connected to new City Status.</p>
<p>Year of Celebration – Commencing 1 January 2023. Focusing on Heritage and cultural events already happening + Big Siege Event and establish a clear marketing strategy.</p>	<p>Lucie Breadman</p>	<p>Year of Celebration – Business Improvement District early adopter with Marketing Campaign followed by City Council Toolkit and Year of Celebration events and collaborative marketing approach. City Council including investment into two major events in calendar. Overall, 37 events in programme spanning city centre and rural areas, <a href="#">Link to events calendar</a> Year of Celebration marketing image utilised widely by partners and now picked up in legacy work. In addition to these there has also been a Civic Ceremony, Royal Visit, Coronation Celebration linked, Creative Events Fund, Compassionate City Status, Celebration of Volunteering, and free heritage tours for residents.</p>
<p>Civic – Award of City Status on 23 November 2022 and possible Royal visit, governance arrangements, branding and comms.</p>	<p>Lucie Breadman</p>	<p>Year of Celebration – BID early adopter with Marketing Campaign followed by City Council Toolkit and Year of Celebration events and collaborative marketing approach. City Council including investment into two major events in calendar. Overall, 37 events in programme spanning city centre and rural areas, <a href="#">Link to events</a></p>

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		<p><a href="#">calendar</a> Year of Celebration marketing image utilised widely by partners and now picked up in legacy work. In addition to Year of Celebration events, Civic Ceremony, Royal Visit, Coronation Celebration linked, Creative Events Fund, Compassionate City Status, Celebration of Volunteering, and free heritage tours for Colchester residents.</p>

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<p><b>Capital Programme</b>  <b>Get a firmer grip on the capital programme – manage all risks and improve your planning to ensure you have appropriate strategic finance, programme and project capacity and the resources to deliver.</b></p>		
<p><b>Review of Capital Programme</b></p>	<p>Lucie Breadman</p>	<p>Review of Capital programme including agreed approach by leadership board, formation of dedicated project group, workshops to investigate issues and quick wins. Review included analysis of each project and programme, risk analysis and has led to additional financial resources, support for creation of Project Management Office to oversee, new Gateway process, new prioritisation tool, reduction in programme size, new Buildings Maintenance data tool development, new KPI on forecasting. Report and findings agreed with Officer and Political Leadership and available.</p> <p>Key areas of ongoing work - New interim S151 officer overview and input in relation to Treasury Management / MTF. Governance and Audit update planned for September 2023, along with workshop with PFH and shadow PFHs along with key wider member group. Forecasting work is ongoing – new KPI introduced given importance of this. Northern Gateway Programme is also still being progressed due to interdependencies and complexities, interim CCHL and S151 officers working together on the complex financial picture with relevant officers and All Member Briefing took place Feb 23 to improve wider awareness and transparency.</p>
<p><b>New strategic asset strategy:</b> Commission and develop a new asset strategy and Delivery Plan to cover occupational corporate assets, future investment strategy and regeneration and surplus land</p>	<p>Mandy Jones / Andrew Tyrrell</p>	<p>Chartered Institute of Public Finance and Accounting have been commissioned to develop an overarching Asset Management Strategy and Investment Plan for the organisation which is in progress - includes comprehensive staff, Member and some stakeholder engagement. Due to report end July 2023 and will include recommendations for models for delivery and future focus</p>

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		(including the beginning of an action plan to provide future direction.) Alongside this a review of a corporate delivery framework is taking place to ensure the delivery of the strategy is supported by an operating model that ensures decisions and processes support the strategy. This strategy will ensure future use and maintenance of our assets supports the strategic plan and underlying strategies.
<p><b>Energy consumption and use of assets:</b> Reduction in consumption of energy, possibility of use of renewables, retrofit opportunities.</p>	<p>Mandy Jones / Mel Rundle / Andrew Tyrrell</p>	<p>An Energy Manager has been appointed and 6 properties have decarbonisation analysis plans prepared. We have started to scope further opportunities for carbon reduction in our estate and a first intervention has already been implemented to reduce electricity consumption from motors inside Leisure World. Smarter metering is also being planned, alongside better monitoring and management systems to inform behaviour changes. LED bulb replacements are now costed and will be one of several business cases prepared for some capital and revenue projects to be considered in budgeted setting processes that may also include solar PV additions to planned roof maintenance works. We are also developing a business case for a new water filtration system at Leisure World, which will save a significant volume of water and energy used to heat pool top-up. Plans have also been developed to upgrade the Building Energy Management System at the Town Hall.</p>
<p><b>Asset / Estates partnerships involvement:</b> Review partnership involvement and identify future cross boundary opportunities (to align with cross council mapping of partnerships)</p>	<p>Mandy Jones</p>	<p>This will take place as part of the strategy development. In addition, a North Essex Energy Working Group has been set up to investigate opportunities in relation to the use of assets to support joint decarbonisation between Northeast Essex local authorities and the Health and Well Being Alliance, including funding opportunities and the use of solar PV.</p>
<p><b>Investment strategy:</b> Develop to inform our future programme</p>	<p>Mandy Jones (asset strategy element) Lucie Breadman (capital programme review)</p>	<p>Broad principles for investment will emerge from work on the future Asset Strategy for future direction for asset investment and regeneration (see above and work on the city centre). Further work will involve alignment with the Capital strategy and programme.</p>
<p><b>Role review of CCHL and CBH:</b> To define CCHL and CBH future role in capital projects. To be picked up in CCHL and CBH reviews.</p>	<p>Lindsay Barker</p>	<p>The future role of Colchester Commercial Holdings Limited in the delivery of capital projects is being explored as part of the review</p>

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		of the companies. A recommendation will be considered by Colchester Commercial Holdings Limited Board and Cabinet in June 23. The relationship between Colchester Borough Homes / Colchester Commercial Holdings Limited and Colchester City Council in terms of assets and facilities management is being explored as part of the asset strategy.
<b>Increased finance capacity:</b> Through an additional capital accountant	Andrew Small	Additional capital accountant recruited and in place.
<b>Put in place new strengthened programme management office</b>	Richard Block	New Programme Management Office and gateway process established with additional project resources secured through strategic plan delivery plan resource allocations.

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<p><b>City Vision</b> Co-design a compelling and longer-term place-based narrative/city vision to define Colchester for the future</p>	Lindsay Barker	Linked to City Status Legacy work and update above. Collaborative Marketing Group established to consider narrative and vision and have run workshops to discuss and debate options, looked at from different perspectives (business, tourism, community). Capacity and resources to develop this work being recruited – senior Marketing role. Co-designed narrative and toolkit will be developed and agreed through Team Colchester.

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<b>Leaders of Place Roles</b> <b>Strengthen your political and officer 'leaders of place' roles and look beyond Colchester – map your anchor institutions, partners and stakeholders and effectiveness</b>		
Strategic discussions at Senior Leadership Board	Pam Donnelly	Regular strategic horizon scanning including key relationships now conducted at Senior Leadership Board
<b>Focus:</b> On resources and engagement on the relationships that will have most impact on residents and enable delivery of Strategic Plan.	Richard Block	Partnership strategy reviewed including evaluation updated approach to annual cycle. In addition, reflection and evaluation of existing partnerships: <ul style="list-style-type: none"> <li>• Annual review of partnerships and external bodies completed, and some removed from 2022 list.</li> <li>• New leadership structure focus on lead for key partnerships and reduction in duplication of Council officer attendance.</li> <li>• Key existing partnership reviews – Health Alliance – comprehensive review including workshops and agreed future approach to focus.</li> <li>• New broader partnership involvement – key cities, shared services, Team Colchester</li> </ul>
<b>Councillors:</b> Ensure aware of, engaged in and supportive of CCC's future plans, particularly the opportunities that city status bring.	Pam Donnelly	Monthly Chief Executive Update briefings as well as subject specific briefings e.g. finance, North Essex Garden Communities, Capital Programme review. Scrutiny Panel received peer challenge action plan and recommended changes. Further specific peer challenge update to Cabinet on 11/7 as well as an all Member briefing on 24/7
<b>Exemplar:</b> Use Alliance as exemplar/tool to guide approach to further develop key stakeholder relationships.	Rory Doyle	Review and reset of the Alliance commenced with support and facilitation through the Local Government Association. Purpose to develop stakeholder relationships further and go “beyond partnership” to joint structures, shared resource, pooled budgets. Colchester City Council participation in national Kings Fund research into District roles with Integrated Care Systems in recognition of exemplar approach
<b>Resource:</b> Identify additional internal strategic resource to work alongside new Alliance Director.	Rory Doyle	Strategic Directors appointed as part of new Senior Leadership Board - Alliance & Inequalities identified as lead role within Rory Doyle's 'portfolio' in support of Alliance priorities. Colchester City Council and Essex City Council agreed to provide formal strategic

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		capacity into the Alliance up to 2 days per week to work alongside Alliance Dir and support Alliance Review and health system work. Proposals in development to establish permanent joint strategic roles to lead Place based health system work joint funded between Colchester City Council and Integrated Care Board
<b>Look beyond Colchester and Essex:</b> Time to look nationally and internationally.	Pam Donnelly	The Leader was invited to attend an audience with King Charles at the request of the British Ambassador in Paris (rescheduled because of public disorder in Paris) The Mayor and other City figures represent us widely in Europe through a series of well established twinning events. The Chief Executive with other senior officers takes every opportunity to speak at local and national conferences and Local Government Association, District Council Networks. In addition, our work is showcased in academic publications most notably with the University of Essex and Anglia Ruskin University. This includes frequent reference through the Kings Fund to our leading work with health and wider system partners which is regarded to be excellent nationally. It remains an ambition to increase and broaden Colchester representation at national events.
<b>Equality and diversity:</b> Be more proactive. Harness Colchester's diversity better.	Mandy Jones / Jess Douglas	Work progressing on developing an equalities framework and policy for community engagement and workforce, informed by the Local Government Association equalities framework.
<b>ABCD / Communities Can:</b> Support this developing work within CCC. Also capitalise on willingness of partners to step up and lean in on ABCD.	Michelle Tarbun / Tom Taylor	External funding secured for staff & member training as well as a Communities Can full time post to be hosted by Community 360 (recruitment underway). Training was paused last year due to the structural changes and the build up to Elections but is being progressed again in Summer 2023
<b>Effectiveness of Partnerships:</b> Review of Partnership Strategy and evaluation of partnerships approach	Lucie Breadman / Michelle Tarbun	Partnership strategy reviewed including evaluation updated approach to annual cycle. In addition, reflection and evaluation of existing partnerships: <ul style="list-style-type: none"> <li>• Annual review of partnerships and external bodies completed, and some removed from 2022 list.</li> <li>• New leadership structure focus on lead for key partnerships and reduction in duplication of Council officer attendance.</li> <li>• Key existing partnership reviews – Health Alliance – comprehensive review including workshops and agreed future approach to focus.</li> </ul>

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		New broader partnership involvement – key cities, shared services

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<p><b>Hybrid Working and New Values</b>  <b>Better define with your staff what ‘hybrid working’ means for CCC and provide a clear definition. Also, clarify how the new CCC values will be designed and embedded, communicating to staff how these define the Council and will help achieve Colchester’s ambition</b></p>		
<p>Define and communicate hybrid working</p>	<p>Jess Douglas</p>	<p>Action delivered  Rowan House working group has worked together to develop Hybrid principles and Rowan House Guidance:  <b><u>Link to Principles for working well together in a hybrid world</u></b>  <b><u>Link to Rowan House Hub guidance - making the Hub work for all</u></b></p>
<p><b>New CCC values:</b> Clarify how these will be designed and embedded. Communicate to staff how these will define the Council and help achieve Colchester's ambitions.</p>	<p>Jess Douglas</p>	<p>New values have been developed with the Speak Up Now Group and have been featured in all staff webinars  Culture change programmed embedded in Organisational Development plan which is progressing</p>
<p><b>SUN group:</b> To engage across CCC to develop the values/lead drive to enact them in everything the Council does.</p>	<p>Amanda Mann</p>	<p>Vision, Purpose and Values agreed. Speak Up Now employee engagement group engaged to identify ways to promote the values. Recruitment review underway to ensure inclusion. Values incorporated into new Appraisal App.</p>
<p><b>New management development programme:</b> All teams to have clear understanding of values and are united behind them.</p>	<p>Jess Douglas</p>	<p>Organisational Development Plan action plan in place to embed new vision purpose and values alongside an internal communications plan. Values will be embedded in recruitment Employees Value Proposition, induction, appraisal and talent management and management development programmes.</p>
<p><b>People Strategy:</b> Should complement the new Strategic Plan as enabler for improving workforce capability and engagement.</p>	<p>Jess Douglas</p>	<p>People Strategy and new Organisational Development Plan prioritises improving workforce capability and engagement. Business Partners are about to start work on service workforce plans with Head of Service following the new senior leadership team review.</p>
<p><b>Reward and Recognition programme:</b> Revisit to ensure inclusive re nominations and decisions.</p>	<p>Jess Douglas</p>	<p>Work has started on reviewing the reward and recognition programme to align with new vision, purpose and values.</p>
<p><b>Talent Management:</b> Shout about it; increase amount of staff information and guidance.</p>	<p>Jess Douglas</p>	<p>Talent management programme to be re-launched alongside the launch of the new appraisal App which bring performance and talent management together. Talent management will also be a theme in the service workforce plans.</p>
<p><b>Internal upgrading:</b> Consider ways to balance this with external recruitment.</p>	<p>Jess Douglas</p>	<p>This is already in place. A key priority in the People Strategy is to consider internal talent and succession before any external</p>

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		recruitment. This has been facilitated by the recruitment freeze also.

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<p><b>Review priorities and projects</b>  <b>Review your priorities and projects and refocus on delivering ‘Brilliant Business as Usual’ and strengthen your corporate resources</b></p>		
<p><b>New Strategic Plan</b> to be developed with prioritised delivery plan and a “golden rope” linking all CCC’s strategies and operations; critical to stretched resources. This should be developed following engagement with councillors, staff, and stakeholders. The strategic plan should be clearly linked to a robust resourcing plan for people and finance, plus CCC's wide portfolio of programmes and projects.</p>	Richard Block	New Strategic Plan developed and adopted at Full Council in February 2023. This was developed following an extensive “Future of Colchester” consultation including a public survey, councillor survey, focus groups and Councillor Policy Panel engagement. Delivery plan developed and adopted by Cabinet in March 2023. Clear resource allocations made to support delivery.
<p><b>Define 'Brilliant Business as Usual'</b> through reviewing service provision and ensure this is appropriate for a modern green city and is deliverable with the resources available.</p>	Richard Block	“Developing Modern Services for a Modern City” now a key priority within the new Strategic Plan and Delivery Plan. Service levels and models being redefined across several key services e.g. Neighbourhood Services, Customer Contact Centre, Sport and Leisure.
<p><b>Review all projects and prioritise against the following tests:</b>  Delivery against new strategic plan and delivery plan objectives  Support for refined “Brilliant Business as - Usual” services  Available capacity to deliver</p>	Richard Block	Updated Capital Project Prioritisation Tool and existing Project Prioritisation checklist embedded into Project Initiation Documents address this at a high level. Pre-Project and Feasibility Gateways which specifically challenge colleagues to think about outcomes, scope and funding including maintenance and human resources address this for new projects.
<p><b>Strengthen corporate resources:</b> Develop a business case - for strengthened Corporate Services and deliver by consolidation of services. Avoid continual chipping away at CS as impacts entire CCC. Services to proactively involve CS at project initiation stage to save services' time solving foreseeable problems.</p>	Richard Block	Business case developed and additional resources secured in finance, Project Management Officer, Human Resources and Communications through Strategic Plan Delivery Plan. Project Management Office set up with gateway process with oversight from Programme Delivery Group which includes Corporate Services. Shared Services programme with Braintree District Council and Epping Forest District Council commenced which aims to further strengthen corporate services through partnership and collaboration.
<p><b>Project Management Office:</b> Re-establish to improve monitoring/oversight/control of resources across all projects and programmes. Define methodology and develop approach - will benefit delivery of CCC's ambition, workloads, prioritisation, risk management.</p>	Richard Block	New Programme Management Office and gateway process established with additional project resources secured through strategic plan delivery plan resource allocations.

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<b>People Strategy:</b> Reflect on capacity within HR/OD to deliver this.	Jess Douglas	Organisational Development Project Co-ordinator appointed and started Monday 5 June.
<b>Grow your own:</b> Consider more use of apprenticeship levy and other innovative options for existing staff across CCC. Use to advance careers or move to new field within CCC. Corporate apprentice and graduate programme - further develop this.	Jess Douglas	We have a well-established and regarded apprenticeship programme in place. We currently have 20 staff working utilising the levy to gain professional qualifications and advance their careers including town planning, project management, chartered management, Human Resources, accountancy and data analysis. We are signed up to the Local Government Association graduate programme and intending to recruit our first cohort this year. We have also created a career progression route for frontline staff in Neighbourhood Services. This has supported 5 Recycling and Waste Loaders to become HGV drivers for the Recycling & Waste Service and drivers to become Route Coordinators.
<b>'Be 'Employer of choice':</b> Develop this approach. Refocus on employee value proposition, repackage CCC's offer and focus on what it can provide for future employees.	Jess Douglas	Recruitment "squad" has started work on defining our employee value proposition and branding as part of a comprehensive review of recruitment. This is a priority in the Organisation Development Plan.
<b>Key Performance Indicators:</b> Review to ensure relevant for the future.	Richard Block	Full review of Key Performance Indicators conducted and new Key Performance Indicators linked to new Strategic Plan adopted by Cabinet in June.
<b>Regeneration and growth agenda:</b> Take a more proactive approach to target the sectors CCC wants to attract to its area.	Lindsay Barker	The new Economic Strategy was adopted by Council in March 2023 and outlines the key sectors and opportunities. Colchester City Council has also contributed to the North Essex Economic Strategy refresh which will identify regional opportunities to progress. Colchester City Council supported the launch of the Care Tech sector initiative in May 2023 which it developed and is now appropriately led by Essex County, Essex University and the Integrated Care Board.
<b>Assets:</b> Consider usage of large asset base to support focused key sector growth.	Mandy Jones	This is being considered as part of the commission to Chartered Institute of Public Finance and Accountancy for an Asset Management Strategy outlined under the Capital Programme item above. The report on the strategy will be delivered end July 2023.

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

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<p><b>Full Council Motion:</b> To explore the alternative electoral arrangements, whether as now or 'All Up', or a variation. The Council will set up a cross-party working group to explore all options with findings to be presented to Full Council in February. Council can then review findings collectively and discuss next steps forward.</p>	Andrew Weavers	<p>Cross party working group created to consider issue. A key issue is the forthcoming electoral boundary review. The group recommended to that consideration of changing the Council's electoral cycle be deferred until the forthcoming electoral review of Colchester has been completed and implemented in 2026.</p>
<p><b>Political engagement:</b> Immediate, with all councillors, to avoid risk of investigating option for which there is no political appetite</p>	Andrew Weavers	<p>Cross party working group created to consider issue and make a recommendation to Full Council.</p>

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<p><b>Review of CCHL and CBH</b>  <b>Commission an independent review of Colchester Commercial Holdings Ltd, and its subsidiaries, also undertake an internal review of Colchester Borough Homes to assess whether the companies are realising the benefits they were established to deliver</b></p>		
<p><b>CCHL review:</b> Get independent external assurance that CCHL is meeting CCC's expectations; delivering real benefits; providing value for money. Also, that risks are understood, and governance arrangements are robust</p>	Lindsay Barker	<p>A risk assessment was commissioned in November 2022 by Ethical Consulting which reported in December 2022 identifying clear risks and issues that needed addressing.</p> <p>A full review of Colchester Commercial Holdings Limited and its subsidiary companies was commissioned in January 2023 aligned to the departure of the Managing Director of Colchester Commercial Holdings Limited and will clarify strategic objectives in Summer with Colchester City Council and conclude in Autumn 23. An interim Managing Director was recruited in January 2023 (started March 2023) to lead the review of Colchester Commercial Holdings Limited and the development of the Board.</p> <p>A Shareholder team of senior officers was established to develop the action plan in response to the outcomes of the risk assessment and review and a short term 'Oversight' group comprising Executive members, Chair of Governance and Audit, Chairs of Colchester Commercial Holdings Limited and Colchester Borough Homes Board and leader of the Opposition was set up to consider the emerging action plan and response to the reviews.</p> <p>Immediate changes to the constitution were made and Governance and risk support and training has started with the Colchester Commercial Holdings Limited team.</p>
<p><b>CBH review:</b> Undertake a review to understand if there is an overlap between CCC services and the work of CBH. Can be in-house review</p>	Lindsay Barker	<p>A risk assessment was commissioned in December 2022 by Housing Quality Network. It identified risks, issues and opportunities in partnership with Colchester City Council and Colchester Borough Homes.</p>

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		<p>A new chair of Colchester Borough Homes was appointed in May 2023</p> <p>An action plan to respond to the Housing Quality Network recommendations has been agreed and is mainly completed. It has been developed with the shareholder team and reported into the oversight member group (outlined above)</p>
<p><b>CCHL Annual Report:</b> For both the Risk Assessment and the CCHL Peer Review</p>	<p>Lindsay Barker</p>	<p>The Risk Assessment and Chartered Institute of Public Finance and Accountancy full review and response have both been reported confidentially into Governance and Audit Committee.</p>

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<p><b>Devolution and Government Reform</b></p> <p><b>Devolution and Local Government Reform - the devolution agenda is very much alive in Essex. It requires attention by the Council</b></p>		
<p><b>Active participation:</b> Assess CCC's position to advocate for a deal that works for Colchester</p>	<p>Pam Donnelly</p>	<p>Post election the current Chief Executive and Leader represent continuity in the discussions with Department for Levelling Up, Housing and Communities and Essex partners. We have been involved from the beginning and have consistently made the case for second tier engagement at all levels and a broadening of the devolution agenda to include health and housing. Our elected members are fully apprised of progress as a result of regular engagement and briefings</p>
<p><b>Resources:</b> CCC to fully consider the resources required to ensure that it can continue to deliver its priorities whilst maximising the opportunities that devolution/LGR could bring for Colchester</p>	<p>Pam Donnelly</p>	<p>Currently the leadership of this responsibility lies with the Chief Executive and Leader. However, we are fully supported by the current economic strategy team and the Executive Director for Place in ensuring our strategies respond to the opportunities for devolution. Relationships (e.g. Team Colchester) are well established to accept any future devolved powers re skills and transport.</p> <p>It is difficult to see what the devolution deal for Essex means for City, Borough and District Authorities which is why we stay fully engaged and ensure our resources are in a place which allows us to maximise to the opportunities associated with devolution.</p>
<p><b>Recruitment and retention:</b> Use devolution/LGR as a route to look more strategically at these challenges</p>	<p>Jess Douglas</p>	<p>Currently working with North Essex partners and Braintree and Epping separately on recruitment and retention challenges. Colchester City Council is involved in the project looking at Planners which is being supported by the Local Government Association. Currently have an agreed arrangement in place with</p>

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		Epping and Braintree as part of the shared services work to share vacancies and looking for joint working opportunities.
<p><b>Active involvement:</b> In the development of the devolution pitch for Greater Essex by the Leader and Chief Exec</p>	Pam Donnelly	<p>Chief Executive attends fortnightly meetings with selected Chief Executives from across South and North Essex to participate in the collaboration and co design of our devolution officer with colleagues from Southend, Thurrock and Essex. We participate in Department for Levelling Up, Housing and Communities workshops and are actively involved in supporting the Chief Executive at Braintree with the development of the Governance arrangements to support a future Combined Authority. In addition, we make a strong case for second tier authorities in ensuring a place perspective is reflected in the ultimate deal and the resources which will flow to communities.</p>
<p><b>Shared services:</b> Discussions progressing across Essex</p>	Richard Block	<p>Shared Service programme launched with Epping and Braintree with interim shared Section 151 officer and shared Service Director for Digital and Transformation now in place. Further opportunities being considered across a range of services including finance, Human Resources, Revenues and Benefits, Building Control and Waste.</p>

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<p><b>Strengthen engagement with ECC</b>  <b>CCC further strengthen political and officer leadership engagement with Essex County Council. The peer team heard it is getting better, however there is still more opportunity for improvement</b></p>		
<p><b>Working framework:</b> CCC to lead development of this with ECC and town/parish councils, to provide clarity to the community on how all the tiers/constituent parts will work together</p>	<p>Rory Doyle</p>	<p>Facilitated Town and Parish Forum with a focus on key workstreams cutting across tiers of local government. Other examples include working with Essex County Council on waste Strategy development and City Master Planning.</p>
<p><b>Shared services:</b> Work with partners to identify and develop opportunities; in Essex and beyond</p>	<p>Richard Block</p>	<p>Shared Service programme launched with Epping and Braintree with interim shared Section 151 and shared Service Director for Digital and Transformation now in place. Further opportunities being considered across a range of services including finance, Human Resources, Revenues and Benefits, Building Control and Waste.</p>
<p><b>Team Colchester:</b> Established in 2022 to lead regeneration in the City Centre. Chaired by Leader of City Council</p>	<p>Lindsay Barker</p>	<p>Team Colchester is a cross party collaborative team comprising Leader of Colchester City Council and Essex County Council as well as lead Portfolio Holders for Regeneration and opposition members. It is now well established and has led the commissioning and development of the masterplan and transport strategy for the City Centre – extensive public consultation and engagement started 19 June 2023.</p> <p>Team Colchester was successful with its Levelling Up Fund Bid of £20m in Jan 2023 and is already underway with delivery of the schemes within the bid.</p> <p>Team Colchester is now exploring the wider regeneration opportunities underpinned by shared assets to deliver economic benefits, new public realm and new housing including the opportunities for a joint delivery vehicle to deliver.</p>
<p><b>Joint levelling up fund submitted:</b> We are awaiting the outcomes of this</p>	<p>Matt Sterling</p>	<p>This bid was submitted on time and was successful. As above circa £20m was awarded and mobilisation work is underway to deliver this programme.</p>

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<p><b>Review Waste Service</b></p>		

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<b>Mode of delivery:</b> Consider rationalising this across the borough	Rosa Tanfield	A consultant has been contracted to undertake a review and the development of a new Recycling & Refuse Strategy. A workshop has been undertaken with the Environment & Sustainability Panel but will need to be revisited following the elections. It is proposed to launch the new strategy in 2024, concurrent to a new Essex strategy.
<b>Recover costs:</b> Explore every opportunity to recover reasonable costs of waste service delivery.	Rosa Tanfield	<p>The 'free' bulky collection service has now stopped, with only a chargeable bulky collection available.</p> <p>The Saturday Household Drop Off Service has changed to target only areas of low disposable income.</p> <p>Both schemes have reduced revenue budget pressure by £51k.</p> <p>Introduced new services for third parties (Parish Councils, housing associations, etc) to pay for residual or garden waste drop off services.</p> <p>Introduced new a product offer for business waste customers through refurbishing bins.</p> <p>Increased food waste collection costs for business waste customers to reflect true costs of disposal.</p> <p>Full Council have agreed to the introduction of a chargeable garden waste scheme. Work is underway and plans are in place for it to be implemented in January 2024.</p>

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<p><b>Scrutiny</b></p> <p><b>Consider how scrutiny can add greater value and impact through effective programming</b></p>		
Resource: With support, scrutiny can provide challenge, help shape CCC's future direction and be effective in changing lives in the community	Mel Rundle	Scrutiny Panel Work programme reviewed at start of municipal year to identify areas where the Panel can achieve this. Scrutiny Panel is supported through a Senior Leadership Team lead officer, Democratic Services Officer and other Senior Board input (for example - Chief Operating Officer). Chief Executive also meets with the chair of the Scrutiny Panel on a monthly basis to identify opportunities to achieve this.
Effective Scrutiny of Partnerships	Lucie Breadman / Mel Rundle	Picked up as part of the review of partnerships strategy and included in that as well as Member Development lead looking specifically at programme of development to consider relevant content and support.