

# Scrutiny Panel Meeting

**Grand Jury Room, Town Hall, High Street,  
Colchester, CO1 1PJ  
Tuesday, 12 December 2023 at 18:00**

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

# Information for Members of the Public

## Access to information and meetings

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

Dates of the meetings are available here:

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

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

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## Access

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## Scrutiny Panel – Terms of Reference

1. To fulfil all the functions of an overview and scrutiny committee under section 9F of the Local Government Act 2000 (as amended by the Localism Act 2011) and in particular (but not limited to):

- (a) To review corporate strategies;
- (b) To ensure that actions of the Cabinet accord with the policies and budget of the Council;
- (c) To monitor and scrutinise the financial performance of the Council, performance reporting and to make recommendations to the Cabinet particularly in relation to annual revenue and capital guidelines, bids and submissions;
- (d) To review the Council's spending proposals to the policy priorities and review progress towards achieving those priorities against the Strategic and Implementation Plans;
- (e) To review the financial performance of the Council and to make recommendations to the Cabinet in relation to financial outturns, revenue and capital expenditure monitors;
- (f) To review or scrutinise executive decisions made by Cabinet, the North Essex Parking Partnership Joint Committee (in relation to decisions relating to off-street matters only) and the Colchester and Ipswich Joint Museums Committee which have been made but not implemented referred to the Panel pursuant to the Call-In Procedure;
- (g) To review or scrutinise executive decisions made by Portfolio Holders and officers taking key decisions which have been made but not implemented referred to the Panel pursuant to the Call-In Procedure;
- (h) To monitor the effectiveness and application of the Call-In Procedure, to report on the number and reasons for Call-In and to make recommendations to the Council on any changes required to ensure the efficient and effective operation of the process;
- (i) To review or scrutinise decisions made, or other action taken, in connection with the discharge of functions which are not the responsibility of the Cabinet;
- (j) At the request of the Cabinet, to make decisions about the priority of referrals made in the event of the volume of reports to the Cabinet or creating difficulty for the management of Cabinet business or jeopardising the efficient running of Council business;

2. To fulfil all the functions of the Council's designated Crime and Disorder Committee ("the Committee") under the Police and Justice Act 2006 and in particular (but not limited to):

- (a) To review and scrutinise decisions made, or other action taken, in connection with the discharge by the responsible authorities of their crime and disorder functions;
- (b) To make reports and recommendations to the Council or the Cabinet with respect to the discharge of those functions.

**COLCHESTER CITY COUNCIL**  
**Scrutiny Panel**  
**Tuesday, 12 December 2023 at 18:00**

**The Scrutiny Panel Members are:**

Councillor Darius Laws [Chairman]  
Councillor Dennis Willetts [Deputy Chairman]  
Councillor Tracy Arnold  
Councillor Sam McCarthy  
Councillor Sam McLean  
Councillor Thomas Rowe  
Councillor Fay Smalls

**The Scrutiny Panel Substitute Members are:**

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

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

**1 Welcome and Announcements**

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

**2 Substitutions**

Councillors will be asked to say if they are attending on behalf of a Committee member who is absent.

**3 Urgent Items**

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

**4 Declarations of Interest**

Councillors will be asked to say if there are any items on the agenda about which they have a disclosable pecuniary interest which would prevent them from participating in any discussion of the item or participating in any vote upon the item, or any other registerable interest or non-registerable interest.

5 **Minutes of Previous Meeting**

The Councillors will be invited to confirm that the minutes of the meeting held on 14 November 2023 are a correct record.

**Scrutiny Panel Minutes 14 November 2023**

7 - 16

6 **Have Your Say!**

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

7 **Decisions Taken Under Special Urgency Provisions**

To consider any Cabinet decisions taken under the special urgency provisions.

8 **Cabinet or Portfolio Holder Decisions called in for Review**

The Councillors will consider any Cabinet or Portfolio Holder decisions called in for review.

9 **Items requested by members of the Panel and other Members**

(a) To evaluate requests by members of the Panel for an item relevant to the Panel's functions to be considered.

(b) To evaluate requests by other members of the Council for an item relevant to the Panel's functions to be considered.

***Members of the panel may use agenda item 'a' (all other members will use agenda item 'b') as the appropriate route for referring a 'local government matter' in the context of the Councillor Call for Action to the panel. Please refer to the panel's terms of reference for further procedural arrangements.***

10 **Portfolio Holder Briefing [Economy, Transformation and Performance]**

A briefing by the Portfolio Holder on the matters within their remit.

11 **Half Year April – September 2023 Performance Report Key Performance Indicators (KPI), Other Performance News, and Strategic Plan Delivery Plan Monitoring Report**

17 - 96

This report provides details of performance against Key Performance Indicators (KPIs) at half year point 2023 - 2024. The report also includes other performance news, benchmarking data, and Strategic Plan Delivery Plan Monitoring Report for October 2023.

12 **Work Programme 2023-24**

97 - 114

This report sets out the current Work Programme 2023-2024 for the Scrutiny Panel. This provides details of the reports that are scheduled for each meeting during the municipal year.

**13 Exclusion of the Public (Scrutiny)**

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

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

# SCRUTINY PANEL

## 14 November 2023

*Present: -* Councillor Arnold, Councillor Laws (Chair),  
Councillor McCarthy, Councillor McLean,  
Councillor Rowe, Councillor Smalls, Councillor  
Willetts

*Substitutions: -* None

*Also present: -* Councillor Dundas, Councillor Jay, Councillor King,  
Councillor Sunnucks

### **426. Have Your Say**

Ms. Wendy Smith addressed the Panel, pursuant to the provisions of Meetings General Procedure Rule 5(1), to complain that the Council should seek more opinions from the public on the subjects it considers. Ms. Smith asked when a meeting would be held for people to discuss the Climate Change Emergency.

Mr. Terry Charles addressed the Panel, pursuant to the provisions of Meetings General Procedure Rule 5(1), to request a public meeting to discuss climate change, and complain that he had not seen the Council respond to questions asked by the public. Mr Charles argued that a public vote should be held at Full Council to show who did not wish to hold a public meeting.

The Chairman explained that a public meeting was not something which could be facilitated by the Scrutiny Panel, but suggested that it was best to raise this with the Environment and Sustainability Panel or the Leader of the Council.

Councillor King, Leader of the Council, explained that there was a formal process in place covering all matters for which the Council had responsibility. Intense discussions on environmental matters had been held in Full Council and the Council's committees. Other ways to engage with the public had also been sought. The Leader described the challenge of framing the discussion in a balanced way, and to provide relevant expert opinions.

Mr Lance Peatling addressed the Panel, pursuant to the provisions of Meetings General Procedure Rule 5(1), to complain of the security searches in operation around meetings of Council and its committees, and alleging that a criminal offence had been committed. Mr Peatling claimed that no response had been given by the Council and supposed that there must be a legal opinion given on the search procedure, which he believed should be made publicly available. Mr Peatling

acknowledged that there had been disruptive actions by members of the public in the past, but claimed that this was not happening now.

The Chairman gave assurance that he would ask the Leader of the Council to expedite any responses. The Chairman asked members of the public to treat officers of the Council with respect, as they were simply carrying out their duties, and noted that some of the filming of officers had been unfair.

#### **427. Items requested by members of the Panel and other Members**

Councillor Willetts presented his request for the Panel to consider an item on 'Scrutiny of the business case for charging for the kerbside collection of garden waste'. This followed on from the Panel's previous scrutiny of the charging plan for garden waste. An income expectation was stated, but little information given on the effect on scheme costs of uptake levels differing from expectation to different degrees. Councillor Willetts argued that the answer given seemed to be that the cost of the scheme would be £1.8m, for any level of uptake. Councillor Willetts asked for financial modelling to show how costs would vary; this had not been provided previously and a formal request for the business case was now being made.

*RESOLVED* that an item, 'Scrutiny of the business case for charging for the kerbside collection of garden waste', be added to the Panel's Work Programme.

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

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

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



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

There was a £500m turnover in the hospitality sector across the East of England region. The sector was in the top five employers of every region of the UK. Problems existed in retention of staff, even with improvements having been made in hours and pay rates. Caution was given that, without business rate support, many hospitality employers would reduce investment. Another measure given as important was to have chef roles added to the UK's list of protected professions. Falling numbers of chefs had led to a reduction in menus on offer. Training kitchens were a vital resource for producing new chefs. Mr Brown advised that the Council should look at the number of over-fifties not working and see how they could be supported into new careers. Alongside this, better information for parents and teachers about careers in hospitality would help the sector.

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

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

Simon Mead, Chief Executive of Colbea, described Colbea's work and premises, with the shared workspace model being operated in two locations. The North office was at capacity, with a waiting list, whilst the City office was at 80% capacity, with both sites working well. Around 700 business advice appointments had been carried out in the past calendar year, with many coming from Colchester and many being enterprise pre-start appointments. There was an appetite for digital skills assistance and pre-start advice and courses, working to identify if ideas are feasible and sustainable. The growth hub was explained, with much signposting carried out and

some funding for advice and support. Colchester was at the heart of business support and growth in Essex. Much had been necessary to set up the hub, and there was strong desire to retain it. Many referrals were received via the Department of Work and Pensions, for people who wanted to set up businesses and who needed help to assess viability and ensure that necessary skills were available.

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

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

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

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

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

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

The Centre prioritised the ensuring of diversity and inclusion. There was increased interest in STEM [Science, Technology, Engineering, and Mathematics] careers

across people from different demographics. Retraining and upskilling efforts included for older workers and the retraining of veterans and ex-offenders.

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

The Director of the Research & Enterprise Office, University of Essex, explained that students had good experiences at the University and would stay if job opportunities were present. Whilst there was good data on graduate destinations regarding types of jobs/careers, there was no data compiled regarding geographical destinations. The Innovation Director, The Innovation Centre, explained the support provided for student entrepreneurship, with businesses starting to provide this. Students were able to get free office space for up to five years after graduation.

A Panel member noted the retention problems in the hospitality sector, and the possible factors behind this such as work conditions, pay and the need for flexibility. The General Manager of the Wivenhoe House Hotel admitted that there was still a stigma attached to the sector. It was important to show people that hospitality employment was better than in the past, and far fairer. People entering the sector were described as being less resilient than in previous times and some employers still did not look after their staff. Good work was being done locally in training around food provision, especially by the Colchester Institute. The 14-16 age group was key for education and training, alongside Wivenhoe House, which hosted an older cohort. Owners of hospitality SMEs were described as facing serious challenges, with many closing down. Help and support was needed to help them pay living wages and support their staff. The BID Chief Executive noted that the pandemic had reduced the number of people wanting to work in hospitality, but informed the Panel that the National Accreditation scheme was starting to accredit local businesses meeting employment standards.

The Chief Executive of the Colchester Institute explained the work done to balance a realistic view of hospitality work, including practical experience in high-pressure situations, with training in resilience and not accepting poor treatment or conditions. Where necessary, employers were educated and concerns highlighted. There was currently no promotion of trades unions to students, but union membership was promoted to staff.

A Panel member asked whether housing tended to be a serious issue for those working in hospitality. The BID Chief Executive emphasised the struggles of local businesses, but explained that the need to have an ambition to move to a living wage when possible was understood. Work to support employees included work with charities and organisations through One Colchester, including Open Road and Emmaus.

A Panel member explained that this agenda item had stemmed from a presentation of the Council's Strategic Plan, which included work to move to a high skill, high wage city. It was acknowledged that many issues were outside of the Council's control, and that it was hard to know how the Council could best support the raising of the local skills base. A request was made for models showing how skills provision worked, in order to better understand it. The partner representatives were asked what was being done to maximise skills development and how the skills pool was assessed.

A Panel member compared the percentage of locally employed residents with an education level of NVQ4 or better [37%] with the national percentage [43.6%], contrasted with the overall higher skill level of local residents, with many working in London. The member asked how skills training for those in Colchester employment could be ensured, and how improvements in skill levels could be shown, arguing that local figures and data were necessary in order to ensure that the goals of the Strategic Plan were achieved. The Panel member wanted specific data, not anecdotes, and ways to track progress towards Strategic Plan goals.

The Economic Strategy Specialist explained that a digital skills hub had been opened at the Wilson Marriage Centre, helping to improve local skills. More than £50m infrastructure investment in digital connectivity improvements was being made in ultrafast broadband and 5G, helping to attract new businesses. More employees were working from home and setting up new businesses. Work was also ongoing with surrounding areas, including in Suffolk, to facilitate the mobility of labour to commute into Colchester. Unemployment in the local area was very low.

The Chief Executive of the Colchester Institute described the Essex Local Skills Improvement Plan, and the annual accountability statement, which was available on the Institute website. The Chief Executive also explained that there were other measures of skills provision than just looking at NVQ level four, as this was not the benchmark in many areas, including construction, trade skills and engineering skills. The area needed many people, trained at different levels, to succeed.

The Director of the Research & Enterprise Office, University of Essex, underlined the objectives for a highly skilled, high-income workforce. Raising skills and incomes were important aims, and an outline was given of work conducted increase the number of jobs in highly skilled roles in research, development, and tech companies. New startups were helped to navigate and access funding and grow their operations. Investment networks were in place to bring in private capital, which could be leveraged. Investment could be made to improve training and employment opportunities for people in those communities identified as being more deprived.

The Panel discussed whether 'low skill' jobs should be described in a different way, given that many such jobs were essential. The Economic Strategy Specialist agree that there was a difference between low-paid and low value jobs, with many jobs requiring more skills than previously, but still only paying at a low level.

A Panel member noted a Council objective to increase the number of highly skilled jobs in the area and argued that this needed to be driven by the Council's Administration. Data was requested on current performance, to evidence how the Council was seeking better performance, and the Panel asked what partners wanted from the Council, and what the Council could do. The Leader accepted this challenge and pledged to examine what could be done to provide data. The Leader ventured that the Council's role was as a partner to help create an environment within which other partners could flourish collaboratively. The Innovation Director, The Innovation Centre, ventured that the best thing Government could do was to remove obstacles and stay out of the way, to allow maximum opportunities and business growth.

Simon Mead, Chief Executive of Colbea, emphasised that not everyone needed high levels of support. Some wanted informal guidance and support, rather than a restrictive course of employment or prescriptive business growth plan.

The partner representatives were asked if enough was being done to attract people to study courses in craftwork and technical skills. The Chief Executive of the Colchester Institute explained that the courses they ran were at capacity and no additional students could be fitted in to their construction and trades courses. More could be done if more space was available, and there was an issue with the level of salary required to obtain trained teaching staff. Answering questions, the Chief Executive agreed that the Institute did have a relationship with Colchester Borough Homes [CBH], but more could be done to provide training and jobs with CBH. Some apprenticeships had been carried out in maintenance works. Training with local employers included site visits and work experience placements.

The Panel and guests discussed the requests that had been made for the collection and publication of data relating to skills provision in the local area. The Director of the Research & Enterprise Office, University of Essex, argued that if partner organisations, such as the University, were to contribute to quality assurance of data produced, then they would need to be involved in the design process for the collection of that data.

*RECOMMENDED* to CABINET that the Council seek to collect and publish annual data on skills provision within the Colchester area, involving the relevant local partners (organisations which provide skills and training) in designing the process for collecting data and providing quality assurance

#### **429. Portfolio Holder Briefing from Cllr David King [Leader of the Council and Portfolio Holder for Strategy]**

Councillor David King, Leader of the Council, briefed the Panel on the work underway to transform the Council to meet the financial pressures it faced, paying tribute to the staff and management. The Leader's role was explained, including

managing the health of the Council, its capacity and ambitions in dealing a wide range of statutory and non-statutory services. Difficulties included financial pressure, increased staff turnover, the impact of reorganisation, and the unresolved pay dispute. There would be a few years of adjustment, but the Leader claimed that shared service provisions would help capacity.

The challenges facing the Amphora companies and Colchester Borough Homes [CBH] were noted. Great events and services were being delivered by Amphora, but supply chain issues were sizeable. Changes included the hibernation of two of the companies. Challenges facing CBH were mainly structural, stemming from the wider situation, such as the national rent cap imposed on social housing, and the management of how to improve housing standards. Increased pressure was on CBH and its homelessness prevention services. There was concern about the need to manage the effect of shrinking finances whilst helping those in need.

Work on drafting the 2024-25 Budget would be challenging, but the Leader committed to a transparent and accessible approach to this.

The Strategic Plan was described, and highlights given. The Town Deal projects were making good progress, with work carried out on the Heart of Greenstead project. Officers were managing project risks with partners. The St Nicholas Square project was proceeding slowly, due to challenges posed by the historic built environment.

The Tendring Borders Garden Community project held challenges such as ensuring infrastructure, such as the link road, and the balancing of competing demands, and the concerns of local communities. An Inspector had been appointed and the process for the statement of points of agreement was underway.

Team Colchester was chaired by the Leader, with the Leader of Essex County Council [ECC] also being a member, helping build partnership with ECC and delivering results. The Team took advantage of joint funding and teamwork.

The Leader spoke of external relationships with other partners, and spoke in favour of devolution in local government, to gain more say in local actions and spending. There were opportunities to build consensus and influence with other local authorities via shared service working. The Leader believed that this would raise standards through cooperation, alongside other measures to improve efficiency. Other external relationships were with the Key Cities Network, the District Council Network, and with the Local Government Association. The Council was considered to be a trusted partner, consulted for advice on a range of subjects and working with local partners such as the Civic Society, Colchester Business Improvement District, Garrison and University.

The scorecard for the Council was given, with the Leader rating the Council as 'Green' for external relations, 'Red' for the financial situation, and 'Amber' for all other subjects. The importance of resolving the financial situation was underlined, needing discipline on risk/return calculations. Phase One of savings and income improvement was halfway complete. A more commercial approach to managing income, risk and costs was needed. The Corporate Governance Manager had been

asked to change the approach to risk and focus more on commercial operations and risk vs return considerations. The Leader estimated that three or four years would be required to work through the transformational changes and financial complications.

The Leader was asked for his view of the long-term for the Council. The Leader explained that the Council was structured to look forward, experienced at balancing its duties and every-day functioning, with planning for the future. Team work was needed now to move forward.

Tribute was paid to the Leader for improving relationships with external partners. Concern was raised regarding officer pay and the current dispute, and with the levels of sickness. The Leader was asked what the situation was for other councils, and for details as to how resolution was being sought. The Leader stressed the need to understand sickness rates, with many officers affected by life, the pandemic and other factors. The Leader emphasised the effect on staff health caused by choices regarding how waste was collected. The Council was moving in the right direction, with sickness rates reducing. Regarding pay levels, there was a difference between the Council's offer, and the national pay award negotiated, described as being a small difference by the Leader. The result of the UNISON ballot on strike action was awaited. The Leader gave assurance that any settlement would immediately move to address the challenge but would likely necessitate a reduction in staff and services.

The Panel discussed the pay offer, with a Panel member asking if the offer was for all pay grades, and noting that the Council's offer was below that set by the national pay negotiation, being only half the amount set in the national scheme pay rise. This would result in other councils in Essex increasing staff pay by £1,925 for each officer, whilst the Council offered an increase on £1,000 with a one-off, unconsolidated payment of £500. Another Panel member raised fears of the stigma and effect on staff, noting the difficulty of the decision to strike, with lost earnings and worry about job security and relationships with managers. The Leader was asked what could be done to protect staff if they did vote for strike action. The Leader explained that his approach had been to seek agreement with a pay offer that benefited those on lower pay grades, stating that the Council had a good relationship with its staff and had explained the offer it had made.

Pam Donnelly, Chief Executive of the Council, explained that the strike ballot was still ongoing, which meant that compromising discussions would need to be avoided. This was a serious position to be in, both for the workforce's wellbeing and in regard to the Council's resources. The Council was engaged with its staff, and conversations with UNISON had been frank and collaborative. The situation was why the Council needed to transform in order to operate within its means. Consensus was that officers liked the flexible working, pension scheme and personal development at the Council.

The Leader was asked if higher staff turnover led to higher costs, such as for recruitment and training, and was asked for information on wider risks and challenges, such as the estimated cost of repairing the Moot Hall. The Leader was asked how many high-income tenants the Council had, and whether their rents could be raised to market rate at a lower level of income, with tenants only currently charged rent as market rate once they earned over £100k per year. The Leader was

also asked to give access to the Council's waste service accounts to show how spending was structured.

The Leader informed the Panel that there was no official quote for the work needed on the Moot Hall. The initial survey showed much work was needed, and new information would be shared with elected members when it was available. The Council's accounts were reviewed regularly, and details shared with elected members. The waste service was undergoing transformation and needed to be simplified before the Council could look at cost cutting options. Government-imposed rent controls caused challenges to those running social housing systems. Regarding high-income tenants, the Leader stated that 'Right to Buy' provisions were destructive to housing stock, with many constraints on how receipts could be spent. The Leader spoke in favour of a tail-off exit from Right to Buy, with a recognition of the importance of preserving social housing stock. Regarding levels of rent and whether to charge market rent from those on high incomes, the Leader gave his view that the current charging model was appropriate. There was a balance to be struck on rent caps, between minimising impact on tenants and ensuring necessary income for the Council to carry out service provision.

The Leader was asked whether more consultation with residents should be carried out, looking at levels of rent and council tax. The Leader acknowledged the importance of consultation, but also the need to avoid paying for consultation where we would know the response. Scope had to be left for the Executive to have freedom of movement, with the ballot box as being the ultimate form of consultation. The last increase in council tax was only at quarter the rate of inflation, and looked now to still only be half the rate of inflation.

The Leader was asked if any action had been taken to reduce the deprivation in Colchester, especially in the area of deprivation referenced at the most recent briefing from the Leader. The Leader and Chief Executive highlighted the work carried out with partners, including in tackling deprivation and improving health services. There was a shared agenda to reduce deprivation and partners agreed that a highly targeted approach was needed to invest finite resources. Rory Doyle had been appointed to a joint role with the NHS, with focus targeted on deprived wards. A Panel member asked if there was an overall plan to pull people out of deprivation, and a way for improvement to be measured, to show how effective funding and investment of resources had been. The Chief Executive outlined the North East Essex Strategic Alliance plan. Benefits would be seen at a local level, with updates for elected members, including briefings on outcomes from the Neighbourhood Plan. The Leader agreed that a sense of how progress would be measured was necessary.

The Chairman thanked the Leader for his briefing.



## Scrutiny Panel

Item

**11**

12 December 2023

<b>Report of</b>	<b>Chief Operating Officer</b>	<b>Author</b>	<b>Charlotte Holl /Simon Thorp ☎ 506949/ 03300 538049</b>
<b>Title</b>	<b>Half Year April – September 2023 Performance Report Key Performance Indicators (KPI), Other Performance News, and Strategic Plan Delivery Plan Monitoring Report</b>		
<b>Wards affected</b>	All wards		

### 1. Executive Summary

- 1.1 This report provides details of performance against Key Performance Indicators (KPIs) at half year point 2023 - 2024. The report also includes other performance news, benchmarking data, and Strategic Plan Delivery Plan Monitoring Report for October 2023.

### 2. Action Required

- 2.1 To review performance against Key Performance Indicators and, where Key Performance Indicators have not been met, ensure that appropriate corrective action has been taken.
- 2.2 Where concerns about performance are identified, to make recommendations to Cabinet so these can be considered when Cabinet considers the same report on 24 January 2024.

### 3. Reason for Scrutiny

- 3.1 To review half year performance for 2023 – 2024 and ensure robust performance management of key Council services.

## 4. Background Information

4.1 The Council has agreed twenty-six key performance indicators grouped under five themes, which it uses as part of its Performance Management Framework to help monitor progress and improvement. This report provides an update on the Council's Key Performance Indicators and a review of other performance achieved throughout the reporting period. We have reviewed the set of corporate KPIs for 2023 – 2024 to align them with the new Strategic Plan 2023 – 2026.

- Financial
- Respond to the Climate Emergency
- Deliver Homes for those Most in Need
- Improve Health, Well Being and Happiness
- Grow our Economy So Everyone Benefits

4.2 The table at Appendix A features half year performance April – September 2023 and targets.

4.3 At the half year point for April - September 2023, the overall position is that twelve targets were achieved (or 'green'), and seven did not meet the target in full ('red').

4.4 Of the twelve KPIs that have been achieved ('green' KPI's), it is worth noting that some have been exceeded. This is particularly the case in relation to Housing Benefit and Local Council Tax Scheme where residents are receiving benefits after an average of 2.91 days for Housing Benefit and 2.45 days for Local Council Tax Scheme.

4.5 Targets have not been met for seven indicators ('red' KPIs) due to a range of impacts. These are:

- Rent collected
- Bereavement Services Income
- Household waste reused, recycled, and composted
- Number of households in temporary accommodation per 1,000 households
- Average time to re-let council homes
- Repairs completed within target timescale
- Customer satisfaction with latest repair

4.6 **Rent collected.** Collection is restricted as the number of tenants in receipt of Universal Credit increases. At the end of Q2 923 direct payments from Universal Credit were in place, paid in arrears, 74% of all arrears are now owed by Universal Credit claimants. The number of tenants in arrears has increased to 2299 with 247 owing more than £900. Additional resource recruited to the Financial Support team is focussed on supporting those with high debts to prevent eviction, other work by the team has included 80 new Discretionary Housing Payment awards totalling £45,368 and 54 new Welfare Rights cases opened in year have been awarded £85,176 of benefits. This indicator may achieve year end expected performance as two rent free weeks in the second half of the year reduce the impact of arrears.

4.7 **Bereavement Services Income.** Cremation volume this year is considerably lower than previous years, our volume this year is a return to our pre-Pandemic volume. In the 5-year period 2015-2019 our average annual cremation number was 1553. In the 3-year period 2020-2022 the average annual cremation number jumped to 1771. 2020 & 2021 were greatly affected by Covid and last year, Weeley Crematorium (Tendring) was

closed for several months. Given the above it is unlikely that income of £2m is going to be achieved.

- 4.8 **Household waste reused, recycled, and composted.** The percentage recycled is tracking under target but slightly ahead of the 22/23 outturn at P4. This in part reflects the Cost of Living Crisis which is reducing discretionary spend. The data available is as of P4 July 2023 due to delays in receipt of base data from Essex County Council.
- 4.9 **Number of households in temporary accommodation per 1,000 households.** This demonstrates the high levels of households living in temporary accommodation (319) increased, for example, by the closure of the Asylum Bridging hotel in Colchester. The Council and Colchester Borough Homes continue to deliver against the Temporary Accommodation action plan and explore opportunities to reduce the numbers wherever possible.
- 4.10 **Average time to re-let council homes.** The new contract is not delivering as anticipated due to resources, from staff TUPE'd across and access to additional sub-contractor labour. They are working to resource the contract and staffing levels are on the increase. Housemark benchmark indicates this is a national issue and our performance remains within the best performing when benchmarked with a median re-let time of 67 days.
- 4.11 **Repairs completed within target timescale.** The demand for more complex repairs continues to increase which puts a strain on in house and contractor resources to deliver on target. Pressures remain with Tenant no access and contractor and in house resource.
- 4.12 **Customer satisfaction with latest repair.** In house delivery is above target at 92.88%, however, contractor performance is at 75.14% meaning the combined in house and contractor performance year to date is below target. The impact on resources to deliver repairs within timescales is likely to impact satisfaction performance.
- 4.13 In addition to the performance described above, the Council has again received numerous awards and accreditations, and these are highlighted in Appendix B.
- 4.14 KPI benchmarking data is provided in Appendix C.
- 4.15 Monitoring of activities for the new Strategic Plan 2023 – 2026 has commenced, and the Strategic Plan Delivery Plan Monitoring Report for October 2023 is provided in Appendix D.

## 5. Equality, Diversity and Human Rights implications

- 5.1 Robust performance management of key Council Services supports the aims of improving both services and the lives of everyone in the borough. Where required, specific Equality Impact Assessments will exist for policies and activities rather than for individual performance indicators or actions.

## 6. Strategic Plan References

- 6.1 The new set of corporate KPIs for 2023 – 2024 is aligned with the new Strategic Plan 2023 – 2026.

## **7. Consultation**

7.1 The report's contents do not have any direct implications regarding consultation.

## **8. Publicity Considerations**

8.1 The performance report contains measures for our key performance indicators. Many of these are used to monitor the performance of our services, and as such these may be of public interest. The report and related information are published on the Performance and Improvement section of the Council's website.

## **9. Financial implications**

9.1 The financial implications of the action plans to deliver the indicators form part of the budget setting process.

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

10.1 Many of the KPI targets reported above ensure that Council Services that have a positive impact on Health and Wellbeing are delivered effectively.

## **11. Health and Safety Implications**

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

## **12. Risk Management Implications**

12.1 There are no direct risk management implications associated with this report.

## **13. Environmental and Sustainability Implications**

13.1 The KPIs relating to recycling and the levels of residual waste collected are the key indicators that contribute to Environment and Sustainability.

## **Appendices**

Appendix A. KPI Half Year Report covering April – September 2023

Appendix B. Awards and Other Performance News covering April – September 2023

Appendix C. KPI benchmarking data

Appendix D. Strategic Plan Delivery Plan Monitoring Report October 2023

## Strategic Plan - Financial theme

KPI Description	Frequency	Target	Half Year Actual (P6 September 2023)	Status	Supporting narrative
Council Tax collected	Monthly	97.65% Indicative path at P6: 48.83%	55.86%	Green	Council Tax collection is on track to achieve target by Year End. The team have also been working on a full Single Person Discount review which should increase the overall tax base.
Business Rates (NNDR) collected	Monthly	98% Indicative path at P6: 49.00%	57.64%	Green	Business Rates collection is on track to achieve target by Year End. Benchmarking across Essex has shown CCC to have the highest collection rate for the first 6 months of the year.
HRA Rent collected	Monthly	98%	95.74%	Red	Collection is restricted as the number of tenants in receipt of Universal Credit increases. At the end of Q2 923 direct payments from Universal Credit were in place, paid in arrears, 74% of all arrears are now owed by Universal Credit claimants. The number of tenants in arrears has increased to 2299 with 247 owing more than £900. Additional resource recruited to the Financial Support team is focussed on supporting those with high debts to prevent eviction, other work by the team has included 80 new Discretionary Housing Payment awards totalling £45,368 and 54 new Welfare Rights cases opened in year have been awarded £85,176 of benefits. This indicator may achieve year end expected performance as two rent free weeks in the second half of the year reduce the impact of arrears.
Leisure Centre income	Monthly	£6,645,000	£3,434,060	Green	Improved performance on car park. Positive work from the Events team partnership at Leisure World has seen increase in visitors.

		Indicative path at P6: £3,316,500			
Colchester Museums income	Monthly	£448,000 admissions income and £88,900 schools income  Indicative path at P6: £224,000 admissions income  Indicative path at P6: £44,450 schools income	£260,900 admissions income  £45,400 schools income	Green	The exhibition, 'Gladiators; a Day at the Roman Games' has achieved its admission target, with a further income gain from price rises. However, there is some evidence of price resistance as inflation pressures persist. School figures are also being sustained despite issues in terms of the cost of transport.
Bereavement services income	Monthly	£2,017,000  Indicative path at P6: £1,008,500	£880,720	Red	Cremation volume this year is considerably lower than previous years, our volume this year is a return to our pre-Pandemic volume. In the 5-year period 2015-2019 our average annual cremation number was 1553. In the 3-year period 2020-2022 the average annual cremation number jumped to 1771. 2020 & 2021 were greatly affected by Covid and last year, Weeley Crematorium (Tendring) was closed for several months. Given the above it is unlikely that income of £2m is going to be achieved.
Garden Waste	Quarterly	Number of active subscribers 7053 (Q4 23-24 only)			This is a new indicator which measures the number of Garden Waste subscribers for 2023-2024. It is only measured in Q4 (Jan – Mar 2024) in line with the scheme going live in January 2024.
Capital Programme	Annually	70% of forecast against spend in the current financial year			This indicator is measured annually and will be included in the Year End report.

Strategic Plan – Respond to climate emergency theme					
KPI Description	Frequency	Target	Half Year Actual (P6 September 2023)	Status	Supporting narrative
Residual household waste per household	Monthly	354 kg  Indicative path at P4: 118 kg	P4: 115.67 kg	Green	Our Residual Household waste per household KPI is ahead of target at P4. This reflects ongoing effort in Neighbourhoods to enforce the three bag / 1 wheeled bin limit and to some extent the Cost of Living Crisis.
Household waste reused, recycled, and composted	Monthly	53%	P4: 52.38%	Red	The percentage recycled is tracking under target but slightly ahead of the 22/23 outturn at P4. This in part reflects the Cost of Living Crisis which is reducing discretionary spend.
Fly tipping incidents	Quarterly	2262  Indicative path at P6: 1131	529	Green	Fly tipping incidents have continued to fall on a quarterly basis. It has fallen by eleven and a half percent since the same period of last year.
Trees planted	Quarterly	2000	0	Amber	Trees will only be planted during the planting season (November 2023 to March 2024)
Improving biodiversity	Annually	Increase Grassland Wilding from 7.4 hectares to 8 hectares			This indicator is measured annually and will be included in the Year End report.
Achieving “Pathway to Carbon Neutral” targets to 2030	Twice per year	Reduce our emissions to 5200 tonnes by October 2023 and to 5100	The actual figures are not yet available however an estimate of 5300 can be used.	Amber	The Council has continued along the pathway to carbon neutral by 2023. The actual emissions for 2022/23 were 5531 tonnes. A Carbon Reduction Management Plan is currently being drafted and will provide a detailed and

		tonnes by March 2024			costed overview of the measures the Council will need to implement to meet the 2030 target.
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Strategic Plan – Deliver homes for the most in need theme					
KPI Description	Frequency	Target	Half Year Actual (P6 September 2023)	Status	Supporting narrative
Affordable homes delivered (gross)	Quarterly	380 homes over three years (2023-2026)	89 affordable homes have been delivered over the first two quarters of the 23/24 period.	Green	Affordable housing delivery is ahead of schedule for the 380 homes target. On average 31 homes need to be delivered per quarter to achieve the predicted target.
Monitoring the number of households in temporary accommodation per 1,000 households.	Monthly	3.0	3.84	Red	This demonstrates the high levels of households living in temporary accommodation (319) increased, for example, by the closure of the Asylum Bridging hotel in Colchester. The Council and Colchester Borough Homes continue to deliver against the Temporary Accommodation action plan and explore opportunities to reduce the numbers wherever possible.
Average time to re-let council homes	Monthly	28 days	42.17	Red	The new contract is not delivering as anticipated due to resources, from staff TUPE'd across and access to additional sub-contractor labour. They are working to resource the contract and staffing levels are on the increase. Housemark benchmark indicates this is a national issue and our performance remains within the best performing when benchmarked with a median re-let time of 67 days.
Repairs completed within target timescale	Monthly	95%	83.50%	Red	The demand for more complex repairs continues to increase which puts a strain on in house and contractor



					resources to deliver on target. Pressures remain with Tenant no access and contractor and in house resource.
Percentage of homes that do not meet the decent homes standard	Annually	0%			This indicator is measured annually and will be included in the Year End report.
Customer satisfaction with latest repair	Monthly	90.5%	83.77% average at P6	Red	In house delivery is above target at 92.88%, however, contractor performance is at 75.14% meaning the combined in house and contractor performance year to date is below target. The impact on resources to deliver repairs within timescales is likely to impact satisfaction performance.

Strategic Plan – Improve health, well-being, and happiness theme					
KPI Description	Frequency	Target	Half Year Actual (P6 September 2023)	Status	Supporting narrative
Time to process housing benefit and local council tax support new claims and changes	Monthly	HB – 4 days LCTS – 5 days	HB – 2.91 days LCTS - 2.45 days	Green	The Benefits team continue to deliver eligible benefit in an efficient and timely manner, exceeding their targets in the process. The team are currently progressing a change to the LCTS scheme which will make application processing quicker and easier for customers.
Cost of living	Quarterly	DHP – £309,000 EHP – £37,000  Indicative path DHP at P6: £154,500	DHP - £182,800 EHP - £20,400	Green	The Employment & Finance Support Team continue to award DHP & EHP's in a timely manner as part of their more holistic support to residents.

		Indicative path EHP at P6: £18,500			
Disabled Facilities Grant (DFG)	Quarterly	<p><b>Total spend year to date</b> DFG spend £1,100,000 indicative path at P6: £550,000</p> <p>100 completed applications. Indicative path at P6: 50</p> <p><b>Approved amount</b> Approved applications spend £350,000. Indicative path at P6: £175,000</p> <p>35 applications. Indicative path at P6: 18</p>	<p>DFG spend £617,000</p> <p>Completed applications 49</p> <p>Approved applications spend £369,000</p> <p>Approved applications 43</p>	Green	A positive Q1 and Q2 for completed applications and DFG spend. Approvals are slightly lower than desired at present but still on track for target. A targeted Comms plan is being formulated to ensure DFG awareness is maximised with appropriate professionals/recipients. Additional resource is being sought to provide resilience within the team and manage future increases in demand following Comms plan.
Sickness rate in working days	Monthly	Rolling 8 days	7.93 days	Green	The sickness rates have continued to decline in Q1 and Q2, continuing the trend seen in 2022/23. The overall sickness rate is now 7.93 days which is now below the target figure and is almost 25% lower than at the same time last year. The reduction continues to be driven by improved absence management and reduction in sickness levels in our operational areas such as the recycling and waste service and our sport and leisure services.

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Strategic Plan – Grow our economy so everyone benefits theme					
KPI Description	Frequency	Target	Half Year Actual (P6 September 2023)	Status	Supporting narrative
Additional Homes	Quarterly	920 homes  Indicative path at P6: 460	804	Green	A strong first half of 23/24 was predicted due to the completion of a large student development at the University of Essex. The forecast for the year is 1050 homes which we anticipate will be met or exceed slightly. A delivery exceeding the 920 homes target will address the shortfall from 22/23 (711 homes).
Social value in procurement	Twice per year	70% of all (non-framework) contracts over £100k awarded to include social value benefits	58%	Amber	During this period 12 non-framework contracts over £100k have been awarded, with 7 including social value.



## Other Performance News

- **Awards and accreditations**

The highlights are summarised here.

<b>Achieved April 2023 to September 2023 – Half Year</b>	
<a href="#"><u>Colchester Awarded Multiple Green Flags</u></a>	Castle Park, High Woods Country Park and Colchester Cemetery and Crematorium have once again received Green Flag Award from Keep Britain Tidy - the mark of a quality park or green space. As well as receiving its 21st Green Flag award, Castle Park again received the Green Heritage award, supported by Historic England, which recognises its work to promote its historic surroundings. <b>July 2023</b>
<a href="#"><u>Finalist in Street Cleaning Awards</u></a>	The Council has been shortlisted as a finalist by the <a href="#"><u>Association for Public Sector Excellence (APSE)</u></a> for the Best Service: Team Street Cleaning and Streetscene Service (Public Realm) 2023. <b>July 2023</b>
<a href="#"><u>Colchester Sports Park Quest Accreditation</u></a>	Colchester Sports Park has retained its <a href="#"><u>Quest Accreditation</u></a> for the second year, the detailed report highlighted the facilities as “Very Good”. The report particularly highlighted the excellent and knowledgeable customer service provided and the high quality and accessible facilities on site. Quest is the Sport England recommended continuous improvement tool for leisure facilities and sports development teams, designed to measure how effective organisations are at providing customer service, and is the industry’s recognised barometer of success. <b>August 2023</b>
<a href="#"><u>Customer Service Excellence standard</u></a>	The Council’s Customer Contact and Support Centre has once again achieved the prestigious national Customer Service Excellence Standard (CSES). The CSES quality mark, awarded by Customer Service Excellence ( <a href="#"><u>CSE</u></a> ), aims to promote excellence in customer service. To be awarded the CSES, organisations must meet a rigorous set of criteria, including demonstrating a commitment to customer-focused values, providing excellent customer service, and measuring and improving customer satisfaction. The Customer Contact and Support Centre excelled in several key performance areas, including Customer Insight, Culture of the Organisation, Information and Access, Delivery, and Timeliness and Quality of Service. <b>September 2023</b>

## Other sources of performance data

**Statistics and data** – the way we collate and publish a range of council statistics, performance indicators, datasets and information has been updated. Pulling all this together will help us to maintain open and accessible information for customers, businesses, and other interested parties.

The [Council Data](http://colchester.gov.uk/council-data) section at [colchester.gov.uk/council-data](http://colchester.gov.uk/council-data) is designed so that people can easily find out information we hold, our obligations on open data and transparency, as well as how to make a freedom of information request.

Categories include spending, business rates, democracy, housing, land, parking, planning and licensing, recycling and waste.

**Annual reports** – the Council produces annual reports on its performance in various areas. These are brought into one place on the Council's website [here](#) for ease of reference, and to make it easier for the public to find which annual reports are available.

**[Single Data List](#)** -this is a list of all the datasets that local government must submit to central government. The list is reviewed and updated annually. Local authorities are not obliged to provide any data which is not on the list without extra funding.



Colchester  
City Council

# KPI Benchmarking

Charlotte Holl - PMO

November 2023

This report presents KPI benchmarking data for Colchester, compared to Colchester CIPFA nearest neighbours, for the following KPIs. Data currently available is indicated next to each KPI. The grey line indicates the median.

Data for 2021/22 has been provided where there are gaps in data for 2022/23 or data for 2022/23 is not yet available.

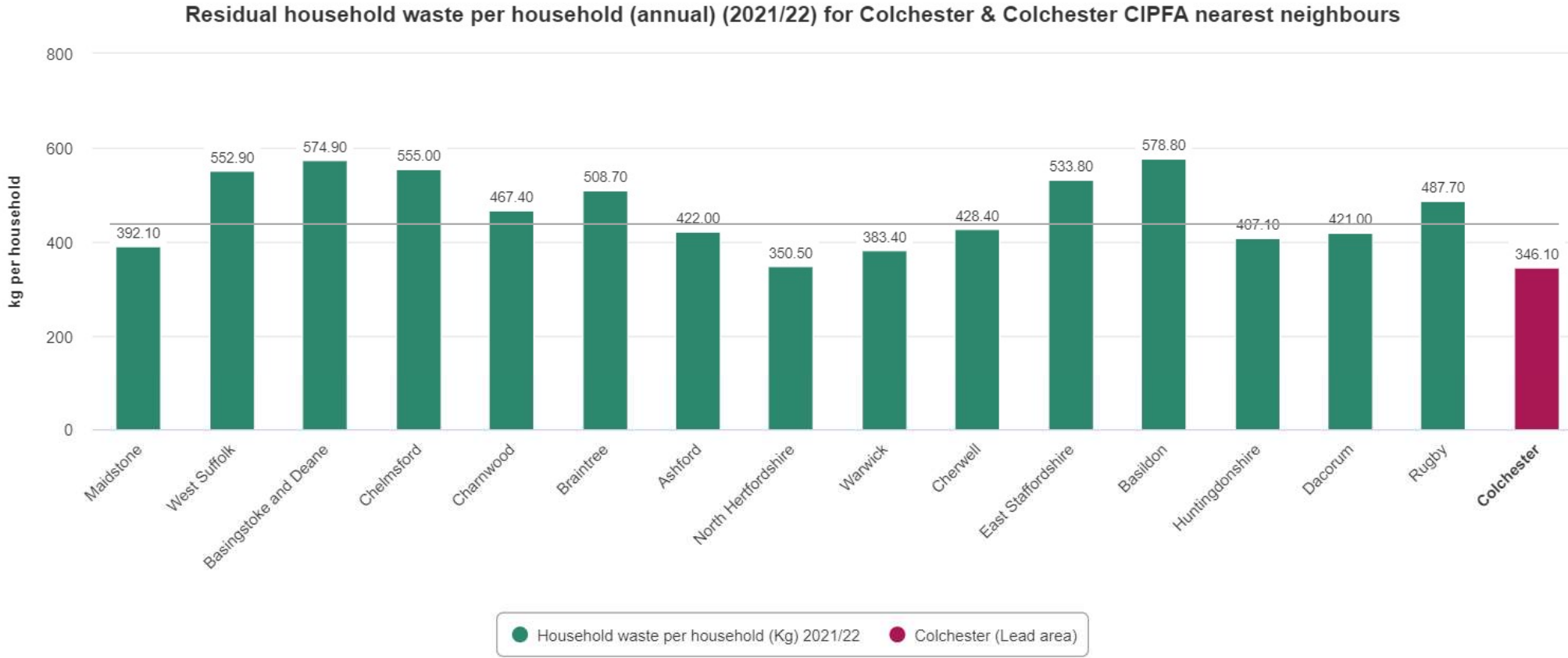
- Waste – residual (2021/22 annual data)
- Waste - recycled (2021/22 annual data)
- Housing Benefit (2021/22 and 2022/23 annual data)
- Council Tax collections (2021/22 annual data)
- NNDR collections (2021/22 annual data)

Collated annual data is not yet available for the Homelessness and Sickness KPIs. Comparative data is not yet available on LG Inform for Repairs and Local Council Tax Scheme.

Source: LG Inform, November 2023



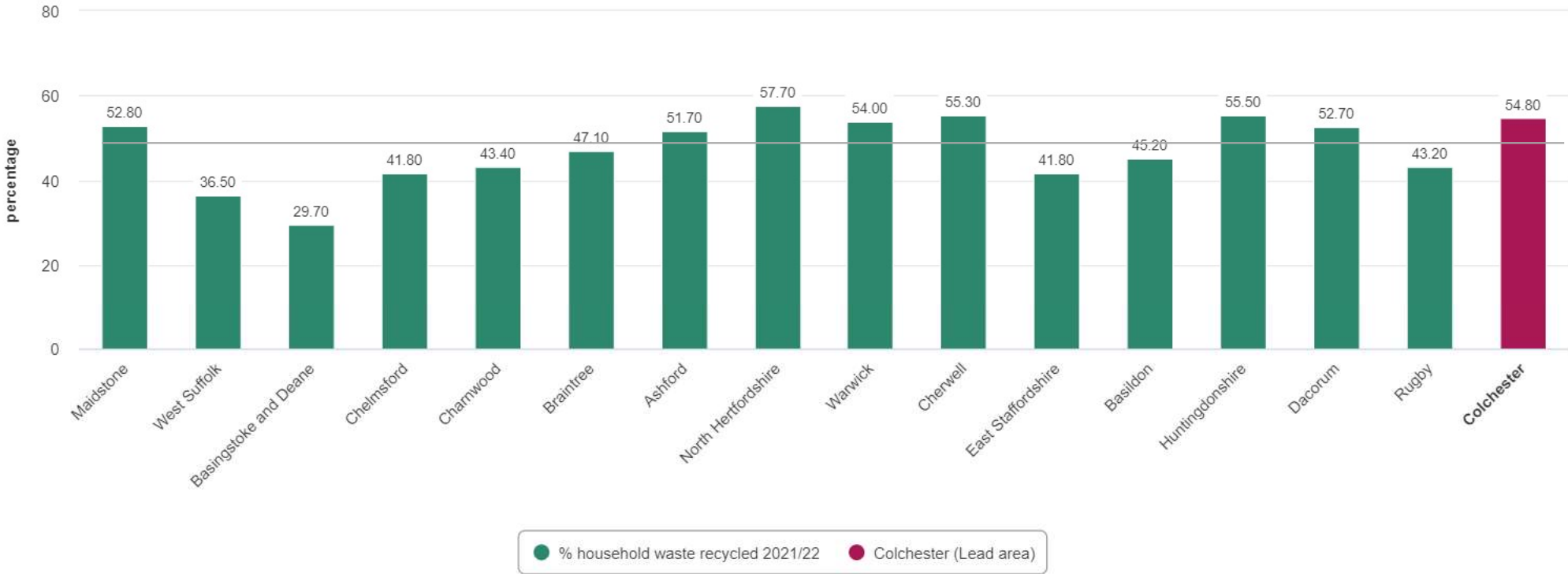
# Waste – residual per household (2021/22)



**Source:** Department for Environment, Food and Rural Affairs, Local authority collected waste management, [Residual household waste per household \(annual\)](#), **Data updated:** 24 Mar 2023

# Waste - percentage of waste recycled, composted, reused (2021/22)

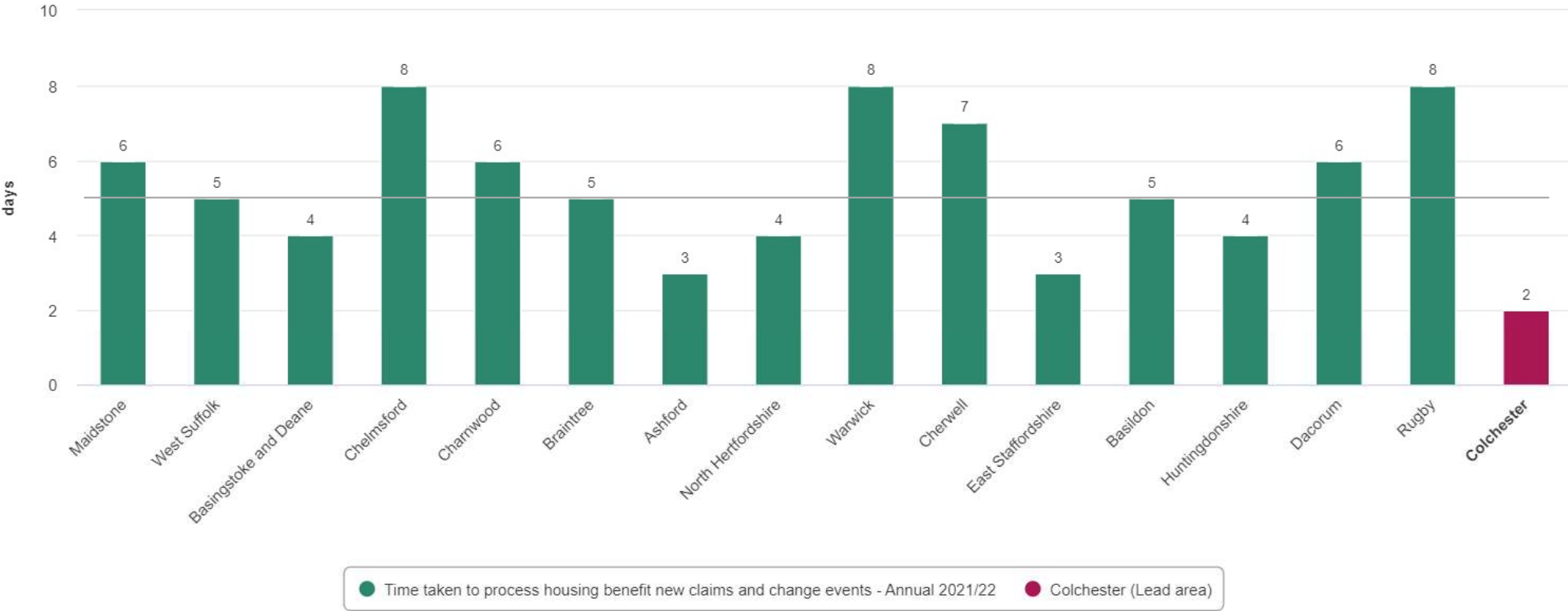
Percentage of household waste sent for reuse, recycling and composting (annual) (2021/22) for Colchester & Colchester CIPFA nearest neighbours



Source: Department for Environment, Food and Rural Affairs, Local authority collected waste management, [Percentage of household waste sent for reuse, recycling and composting \(annual\)](#) , Data updated: 24 Mar 2023

# Housing Benefit (2021/22)

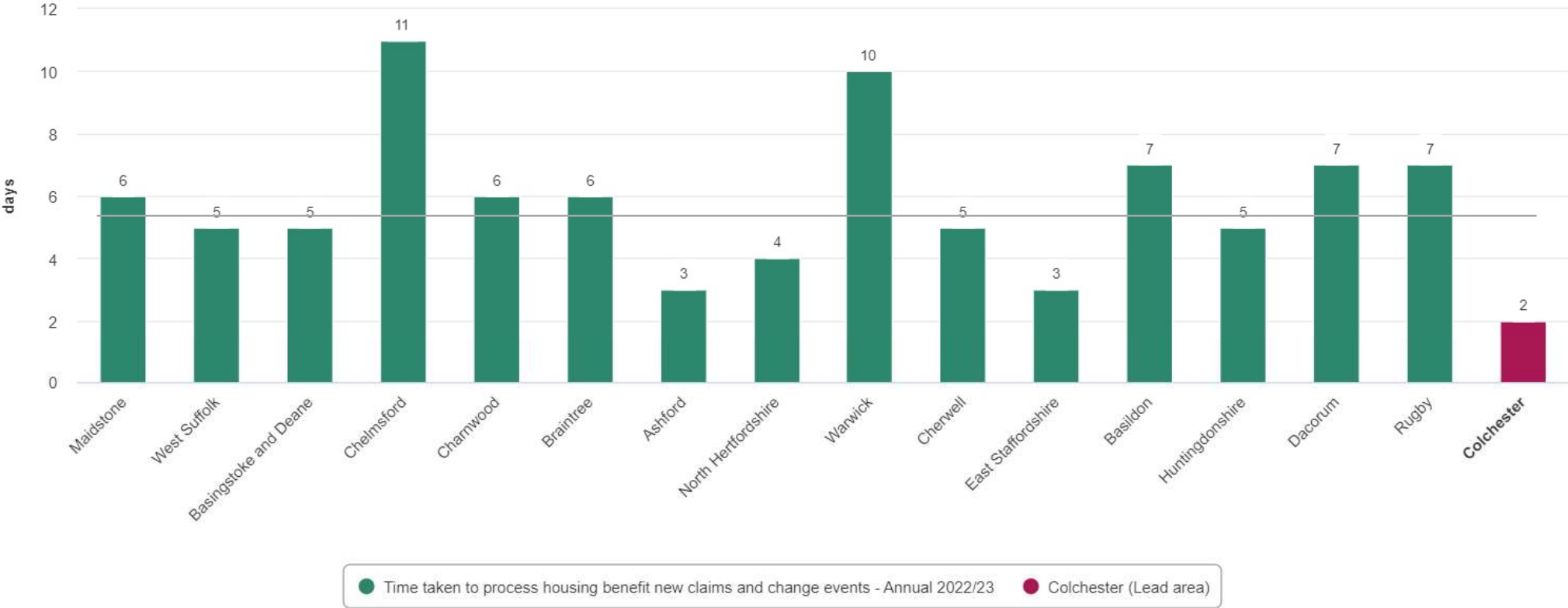
Time taken to process housing benefit new claims and change events - Annual (2021/22) for Colchester & Colchester CIPFA nearest neighbours



Source: Department for Work and Pensions, Housing Benefit: statistics on speed of processing (SoP), [Time taken to process housing benefit new claims and change events - Annual](#) , Data updated: 01 Aug 2023

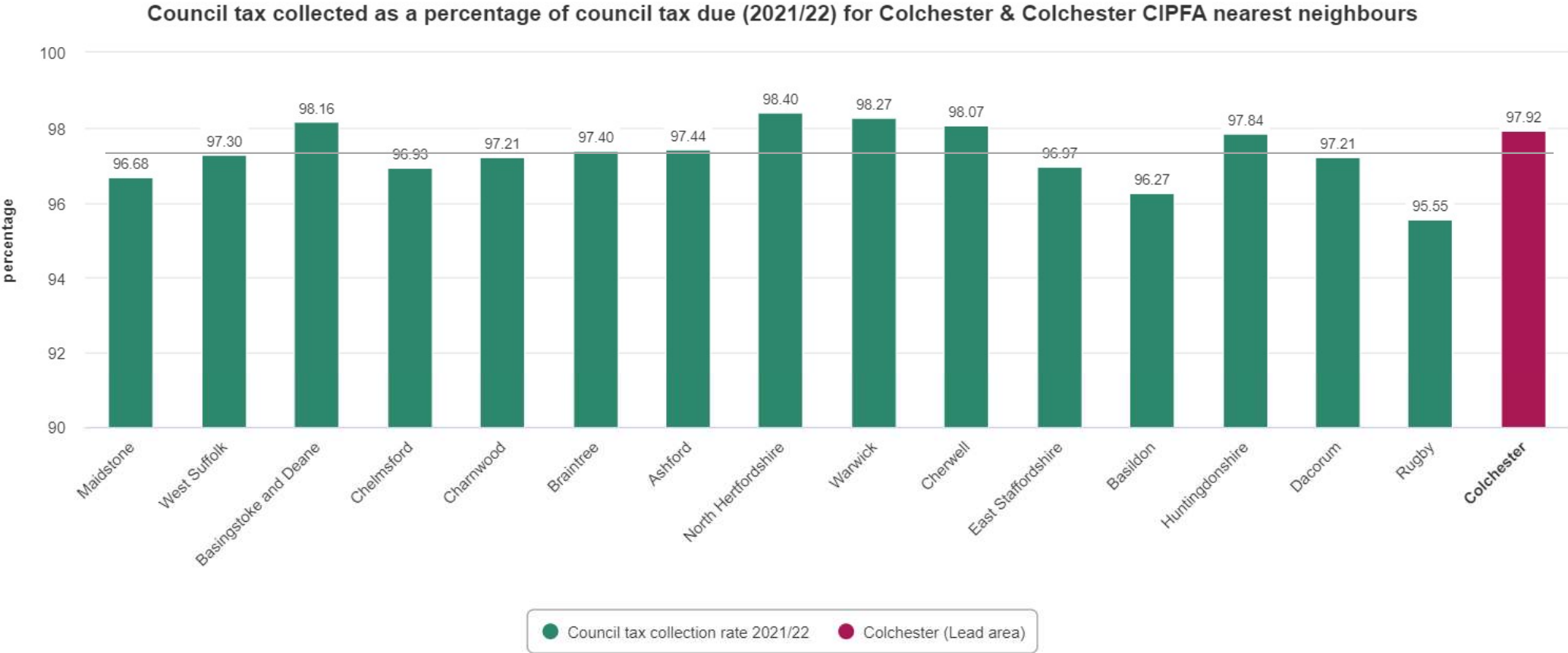
# Housing Benefit (2022/23)

Time taken to process housing benefit new claims and change events - Annual (2022/23) for Colchester & Colchester CIPFA nearest neighbours



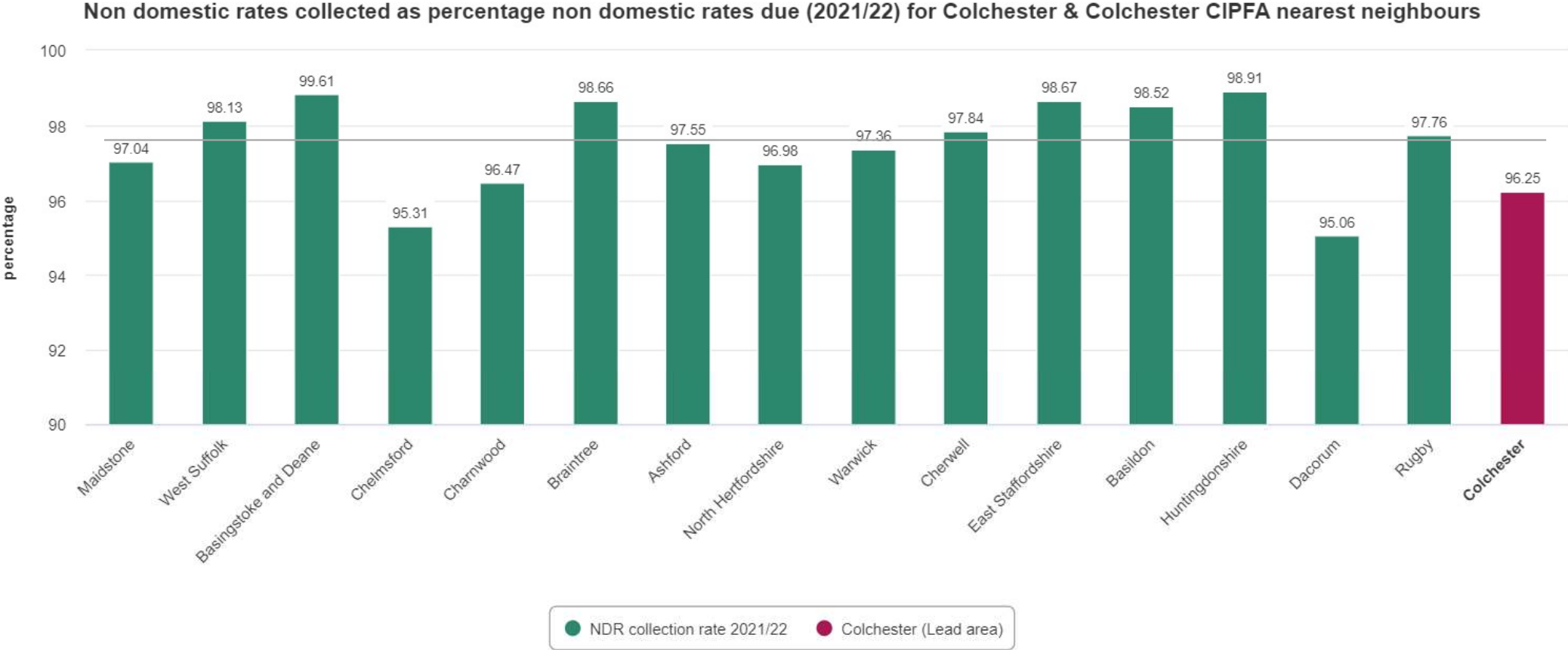
Source: Department for Work and Pensions, Housing Benefit: statistics on speed of processing (SoP), [Time taken to process housing benefit new claims and change events - Annual](#), Data updated: 01 Aug 2023

# Council Tax collections (2021/22)



**Source:** Department for Levelling Up, Housing & Communities, Council tax collection rates, [Council tax collected as a percentage of council tax due](#), **Data updated:** 22 Jun 2023

# NNDR collections (2021/22)



**Source:** Department for Levelling Up, Housing & Communities, Council tax collection rates, [Non domestic rates collected as percentage non domestic rates due](#) , **Data updated:** 22 Jun 2023

**2023-2024 Strategic Plan Delivery Plan Monitoring Report**

**Report No 6 – Completed activity covering October 2023**

<b>Respond to the Climate Emergency</b>							
<b>Goal</b>	<b>Action</b>	<b>Lead</b>	<b>Project Manager</b>	<b>Completed activity for October</b>	<b>Planned Activity for November</b>	<b>Previous month RAG Status</b>	<b>Current RAG Status</b>

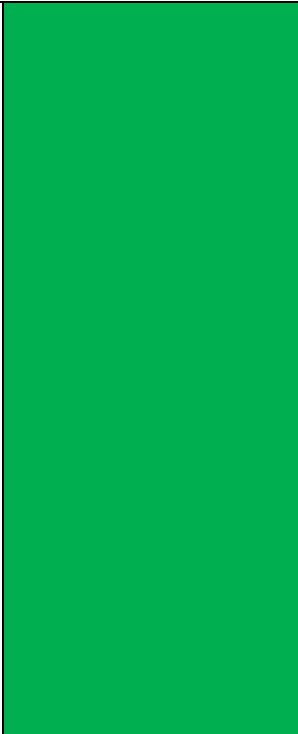
Reduce our carbon footprint	Deliver the “Our Climate Emergency Action Plan - Colchester City Council (CEAP)” initiatives to reduce emissions across the city and produce positive environmental impacts.	Mel Rundle, Head of Sustainability	Essex County Council/John Kellett	<p>Water filtration system. Business case has been reviewed by the PDG and will be looked at for inclusion in the capital programme if the Sport England Fund is no successful.</p> <p>Sport England bid being finalised ready for submission on the 17<sup>th</sup> of October.</p> <p>Public Sector Decarbonisation Fund bid for heating system for the</p>	<p>Sport England bid being finalised ready for submission on the 17th of October’ which needs to read Sport England bid for £750,000 was submitted on the 17th of October. We will hear If we are successful by mid-December’.</p> <p>Awaiting outcome of PSDF Bid.</p> <p>Food waste recycling campaign data evaluation to be received, to assess impact, both at a local level and with other partner authorities</p>		<b>AMBER</b>
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				<p>Natural History Museum submitted on the 10<sup>th</sup> of October.</p> <p>Food waste recycling campaign data evaluation to be undertaken to assess impact, both at a local level and with other partner authorities</p>			
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	<p>Initiate an “Offsetting or Insetting Strategy” to start tackling the remaining carbon emissions in 2030</p>	<p>Mel Rundle, Head of Sustainability</p>		<p>Works has begun with Anthesis (Consultants). Meetings are being scheduled between key staff and Anthesis to give an overview of offsetting and potential involvement from the Council. Anthesis will also provide a briefing session to the Climate Anchors Action Working Group in November / December</p>	<p>Works has begun with Anthesis (Consultants). Meetings are being scheduled between key staff and Anthesis to give an overview of offsetting and potential involvement from the Council. Anthesis will also provide a briefing session to the Climate Anchors Action Working Group in November / December</p>	<p><b>GREEN</b></p>	<p><b>GREEN</b></p>
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	Production of a Climate Change and Active Travel Supplementary Planning Documents (SPD)	Karen Syrett, Head of Planning		Consultation ends on 4 <sup>th</sup> October. Analysis of responses and revisions to the SPD as required.	Reports being prepared for Local Plan Committee in December	<b>GREEN</b>	<b>GREEN</b>
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<p>Conserve and enhance our biodiversity</p>	<p>Continue the Woodland and Biodiversity Project</p> <p>Work with communities and grant funders to pursue the ongoing development of Cymbeline Meadow into a nature reserve.</p>	<p>Mel Rundle Head of Sustainability</p>		<p>Archaeological dig now complete and press release issued regarding findings.</p>	<p>Awaiting Archaeological dig report to determine if any plans need to be amended.</p>	<p><b>GREEN</b></p>	<p><b>GREEN</b></p>
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	Production of a Biodiversity Supplementary Planning Document (SPD) to ensure new developments create space for nature	Karen Syrett, Head of Planning	Completed	None - completed	Completed	GREEN	GREEN
Continue to be a leading council in our waste and recycling collections	Introduce a new waste and recycling strategy in collaboration with the Environment and Sustainability Panel.	Rosa Tanfield Head of Neighbourhood Services	Rosa Tanfield	Third workshop of the Environment & Sustainability Panel to consider evaluation criteria and long list of options.	Feedback from workshop received on strategy vision and options to be evaluated. Options now to be modelled and evaluated.	GREEN	GREEN
<b>Deliver Modern Services for a Modern City</b>							

Goal	Action	Lead	Project Manager	Completed activity for October	Planned Activity for November	Previous month RAG Status	Current RAG Status
Colchester Council and supporting organisations work together to a shared and ambitious vision for the future of our city	Act on the recommendations of the reviews of Colchester Commercial Holdings and Colchester Borough Homes to ensure funding is in place to continue investment in the homes the council owns and commercial opportunities to increase income to support services for residents.	Lindsay Barker, Executive Director Place/Deputy CEO		Recommendations for CCHL and its subsidiary companies are due to go to G&A on 17 Oct and Cabinet on 22 Nov	Recommendations for CCHL and its subsidiary companies are due to go to Cabinet on 22 Nov	AMBER	GREEN

	Work across CBH and CCHL to produce a Strategic Asset Management Plan for the Council and supporting delivery plan to ensure best use of our assets.	Mandy Jones, Strategic Director	PMO	Awaiting update. Draft report (no.6 as a collaborative process) has been sent to Cllrs King and Cory and report is nearing completion. Final commission sign off this month (following feedback from S151 officer and SLB).	Report on Corporate Landlord Team model going to Cabinet on 22 Nov	GREEN	GREEN



				<p>Report will be checked and signed off September.</p> <p>Working with PMO to plan adoption of strategy and policy at Leadership, pre-Scrutiny session and Cabinet, alongside a timeline for establishment of the Corporate Landlord Model to ensure successful delivery of the strategy which needs planning as part of Council Transformation programme.</p>			
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	Review the Buildings Maintenance programme to ensure our corporate and heritage buildings remain safe and well maintained and help to deliver services in the most efficient and effective way.	Matthew Armstrong		Awaiting update. Awaiting sign off and budget for the 2023/24 BMP (which includes the additional works to Town Hall and backlog maintenance (Roman Walls, Castle and Closed Church yards).  Good progress being made on	Awaiting update	RED	RED

				<p>initial BMP work (£410k), agreed verbally.</p> <p>Structural issues identified with the Moot Hall ceiling. Moot Hall closed and pre-works begun to make safe and protect paintings etc.</p> <p>New project management tool established to log, monitor and plan capital works to corporate buildings.</p> <p>Further work being planned to establish</p>			
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				<p>a fully effective cyclical maintenance programme for corporate buildings.</p> <p>Authorisation process for high costs works to be established and agreed.</p>			
	<p>Complete the capital programme review and reset the capital programme including a revised medium term investment programme.</p>	<p>Lucie Breadman, Strategic Director</p>		<p>Cabinet paper in October needs to then be signed off by Full Council. More work on CNG review to feed into 2024/25 reset. Work on Capital</p>	<p>Mid-year reset complete following papers to Cabinet and Full Council. New schemes added and some projects removed following review of capital programme. Work ongoing to review capital requirements for CNG, ICT Strategy going forward and Capitalised BMP to feed into</p>	<p><b>Green</b></p>	<p><b>Green</b></p>

				requirements from BMP to feed into 2024/25 reset and business cases for any o/s bids for PDG. Draft considerations for Feb Budget Paper on Capital.	2024/25 reset. Late September Workshop with Cross Party representation took place. Work ongoing to prepare for Cabinet and Full Council budget papers in the new year.		
Put communities, and their needs, at the heart of our vision and supporting local areas as they help shape and deliver the	Actively use the Communities Can approach (Asset Based Community Development) to ensure Communities are involved and included in all future plans. This includes the	Michelle Tarbun Head of Health Partnerships and Wellbeing	Tom Tayer Community & Partnerships Manager	The Community Partnerships team continue to talk to all Communities and key Community Leaders to include Residents in decision making and engagement.	The Community Partnerships team continue to talk to all Communities and key Community Leaders to include Residents in decision making and engagement.  C360 have recruited to a System funded post that is solely focussed on	<b>GREEN</b>	<b>GREEN</b>

<p>services which are most important to them</p>	<p>continued roll out of training to teams &amp; members</p>			<p>C360 have recruited to a System funded post that is solely focussed on Communities Can.... ABCD. Emily has started her induction and is already involved in projects. Her role will embed ABCD in System partners and key Community Organisations to ensure the resident voice is heard.</p> <p>ABCD training plan was being presented to SLT in</p>	<p>Communities Can.... ABCD. Emily has started her induction and is already involved in projects. Her role will embed ABCD in System partners and key Community Organisations to ensure the resident voice is heard.</p> <p>ABCD training plan was being presented to SLT in to discuss new activity for Teams, Managers and members and we are awaiting feedback.</p> <p>We have also run a nipple mapping exercise on 1 November with partners looking at the benefits and</p>		
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				to discuss new activity for Teams, Managers and members and we are awaiting feedback	successes of our ABCD approach as far		
	Undertake an Infrastructure Audit and involve Parish and Town Councils in identifying local infrastructure requirements	Karen Syrett, Head of Planning,		Awaiting update. Meeting held and work continues with Officers and Myland CC	Awaiting confirmation of funding from carry forward	<b>GREEN</b>	<b>AMBER</b>
	Launch a new citizens panel to ensure communities can help shape future service provision.	Research Team	Jess Douglas/Mariana Brown	Next meetings 10 <sup>th</sup> /19 <sup>th</sup> October to update panel. Following this, meetings' themes will cover;	Awaiting update	<b>GREEN</b>	

				<ol style="list-style-type: none"> <li>1. Town Deal/LUF and Masterplan</li> <li>2. Open spaces</li> <li>3. What constitutes good engagement.</li> </ol>			
	Support Parish and Town Councils to produce their own neighbourhood plans.	Sandra Scott, Planning Policy Manager		Following a successful referendum Report going to Council on 18 <sup>th</sup> October to ratify Adoption of Copford and Easthorpe NHP as well as for the	Work continues with a number of Parish councils	<b>GREEN</b>	<b>GREEN</b>



				Review of the Myland and Braiswick NHP			
Work closely with local partners, charities and organisations to add value (including but not only; Essex County Council, the NHS, the Garrison, and the University of Essex)	Work with partners to develop and implement proposals for transformation of key services including Sport and Leisure, Grounds Maintenance, Countryside Sites and Museums.	Frank H, Adam & Fiona Shipp		<p>Awaiting update: Agreement with Colchester Cricket Club has been met for the current financial year. Discussions ongoing about future arrangements.</p> <p>Amendments to grounds maintenance to be updated on website</p>	<p>Discussion with Cricket club on going in relation to increased contribution towards grounds maintenance costs.</p> <p>Completed</p>	RED	AMBER

				and other communications. Legal advice for Museums transfer to alternative model received. High level VAT analysis commissioned	High level VAT analysis for possible Museums move to Trust anticipated. Frank H to outline completed options appraisal to SLB at end of November		
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**Improve Health, Well-Being, and Happiness**

Goal	Action	Lead	Project Manager	Completed activity for October	Planned Activity for November	Previous month RAG Status	Current RAG Status
Tackle the causes of inequality and support the most vulnerable people in Colchester	Invest time into relationships to influence decision and make joint strategic changes based on lived	Michelle Tarbun Head of Health Partnerships and Wellbeing	Michelle Tarbun & Tom Tayler	Continuing work to optimise the Alliance relationships and Partnership working to ensure best outcomes and decision are made	Continuing work to optimise the Alliance relationships and Partnership working to ensure best outcomes and decision are made for the People of Colchester. Council posts are embedded in system working	<b>GREEN</b>	<b>GREEN</b>

	experience and data			<p>for the People of Colchester. Council posts are embedded in system working to shape and influence from the inside.</p> <p>A joint funded CCC &amp; Alliance Strategic role has been appointed to and started in early October. Some of their focus will be leading on a review of the current set up and Place Based Plans.</p>	<p>to shape and influence from the inside.</p> <p>A joint funded CCC &amp; Alliance Strategic role started in early October. Some of their focus will be leading on a review of the current set up and Place Based Plans.</p> <p>The Colchester Place Based Plan strategic lead will be announced soon and a timetable of activity agreed</p>		
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	<p>Support Development of the Colchester Neighbourhood Model including Council staff alongside partners in Local Neighbourhood Teams/wellbeing hubs to enable and support people in the local community to live well</p>	<p>Michelle Tarbun Head of Health Partnerships and Wellbeing</p>	<p>Michelle Tarbun &amp; Tom Tayler</p>	<p>Continue to play a lead role in the important review and changes to the Neighbourhood model and Livewell Domains to ensure it is fit for purpose and using joint resources in the best way to maximise People impact and improvement.</p> <p>Contribute to the Health Alliance audit process and review with Laura Taylor-Green, Alliance Director</p>	<p>Continue to play a lead role in the important review and changes to the Neighbourhood model and Livewell Domains to ensure it is fit for purpose and using joint resources in the best way to maximise People impact and improvement.</p> <p>Contribute to the Health Alliance audit process and review with Laura Taylor-Green, Alliance Director</p>	<p><b>GREEN</b></p>	<p><b>GREEN</b></p>
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	<p>Work within the Health &amp; Wellbeing Alliance to agree new joint priorities focused on the wider determinants of health including housing conditions/warm homes, hospital admission avoidance and hospital discharge, physical activity, mental health, skills and employment, cost of Living Support</p>	<p>Michelle Tarbun Head of Health Partnerships and Wellbeing</p>	<p>Michelle Tarbun</p>	<p>Continue as Be Well Domin lead and key Alliance influencer play a lead role in the importance of joint prioritise, resource to reduce inequalities in Colchester and increase the healthy years age of our People.</p> <p>Maintain a focus on strategic change to improve the wider determinates of health and avoid a pure clinic approach to inequalities</p>	<p>Continue as Be Well Domin lead and key Alliance influencer play a lead role in the importance of joint prioritise, resource to reduce inequalities in Colchester and increase the healthy years age of our People.</p> <p>Maintain a focus on strategic change to improve the wider determinates of health and avoid a pure clinic approach to inequalities</p> <p>A full review of the inequalities funding has been carried out and reported back to Alliance Executive Group. A more flexible approach to remaining funds has been agreed and a new plan is being pulled</p>	<p><b>GREEN</b></p>	<p><b>GREEN</b></p>
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				<p>A full review of the inequalities funding has been carried out and reported back to Alliance Executive Group. A more flexible approach to remaining funds has been agreed and a new plan is being pulled together that builds on known, successful projects and will go back to the Alliance for approval in the Autumn.</p>	<p>together that builds on known, successful projects and will go back to the Alliance for approval in the Autumn.</p>		
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	<p>Work with partners to provide a supportive and inclusive Community for all those moving into the area through one of the Resettlement schemes</p>	<p>Michelle Tarbun Head of Health Partnerships and Wellbeing</p>	<p>Michelle Tarbun &amp; Yovone Cook</p>	<p>Lead the System management of all resettlement schemes.</p> <p>Marks Tey Hotel closed on 4 August leaving 6 families homeless and in temporary accommodation at a large cost. Some families have housing offers and will be moving out soon.</p> <p>Families in 10 MOD properties that also need housing are also a high priority</p>	<p>Lead the System management of all resettlement schemes.</p> <p>Marks Tey Hotel closed on 4 August leaving 1 family without a home at the moment.</p> <p>Families in 10 MOD properties that also need housing are also a high priority</p> <p>Colchester Asylum Seeker Hotel is due to close on 12 December. CCC do not lead this work but will support partners and Asylum Seekers with their resettlement elsewhere</p> <p>Homing all resettlement scheme families in TA remains</p>	<p><b>RED</b></p>	<p><b>RED</b></p>
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				<p>Homing all resettlement scheme families in TA remains our highest priority. Working with System Partners.</p> <p>Ensure all importance issues, pressures &amp; costs are raise at the appropriate meetings and forums</p> <p>Utilise all available funding streams to maximise our pro-active work and finding solutions to complex issues</p>	<p>our highest priority. Working with System Partners.</p> <p>Ensure all importance issues, pressures &amp; costs are raise at the appropriate meetings and forums</p> <p>Utilise all available funding streams to maximise our pro-active work and finding solutions to complex issues</p> <p>Add in A Seeker hotel info</p>		
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	Review services and ensure compliance with the public sector equalities framework	Jess Douglas, Head of People	Stephen Kane	<p>EDI Policy has been shared with SLB, SUN Group and EDI Group and Champions. The Policy and EDI update is going to November Policy Panel.</p> <p>A new EDI page is being created on COLIN (intranet).</p> <p>A programme of a further 4 lunch and learn sessions are</p>	<p>Work against the EDI Action Plan is on-going. Draft Policy is being considered by UNISON. Presentation for Policy Panel on 29 November being prepared.</p> <p>Training for SLB and Heads of Service on Public Sector Equality Duty is being commissioned.</p> <p>Training for EDI Champions in development.</p>	AMBER	

				being organised for the year.			
Work with residents and partners to address quality of life and issues of happiness	Continue with and enhance existing cost of living programme of advice and assistance including outreach work	Michelle Tarbun, Head of Health Partnerships and Wellbeing	Zoe Raven	Continued System cost of living activity including outreach and ongoing monitoring of query types to improve our pro-active support. This includes maximise the impact of all energy efficiency funding & initiatives and our outreach advice activities	Continued System cost of living activity including outreach and ongoing monitoring of query types to improve our pro-active support. This includes maximise the impact of all energy efficiency funding & initiatives and our outreach advice activities  A pro-active project being undertaken to promote Pension Credits and assist residents where necessary	<b>AMBER</b>	<b>AMBER</b>

				<p>A pro-active project being undertaken to promote Pension Credits and assist residents where necessary</p> <p>Winter planning system meetings underway and plans are in place</p> <p>Expecting increased pressure on resource in Winter 23/24</p>	<p>Winter planning system meetings underway and plans are in place</p> <p>Expecting increased pressure on resource in Winter 23/24</p>		
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	Use the new citizens panel to further understand how to respond effectively to issues of happiness	Research	Libby Britcher (taken over from Tricia Smith)	<p>Work is being undertaken to identify wellbeing indexes which could be used for tracking / understanding Colchester 'Happiness' i.e <u>Thriving Places Index   Centre for Thriving Places</u></p> <p>Once identified they will be considered by the residents panel.</p>	<p>Work continues on identifying the wellbeing indexes. The ONS release <a href="#">personal well-being data</a> every year, which we can use, and we are looking into that further.</p> <p>The Research team advised Mandy Jones and Karen Turnbull in August 2023 that the Residents Panel would not be the best way to understand resident happiness. It was advised that national, well thought</p>	<b>AMBER</b>	<b>GREEN</b>
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				<p>Officer is due to leave the Research Team in October. This will leave a part time post only.</p>	<p>through, existing indexes would be most useful for tracking/understanding Colchester's 'Happiness', like the above ONS data or the <a href="#">Thriving Place Index</a>.</p> <p>A proactive approach has been to integrate happiness indicator questions into recent surveys, which can be used to benchmark for future years, if the same questions are asked again.</p>		
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					<p>In the 2023 'Future of Colchester' survey:</p> <ul style="list-style-type: none"> <li>• I enjoy living/working in Colchester</li> <li>• I feel a sense of community in the area of Colchester</li> <li>• I would recommend other people to live or work in Colchester</li> </ul> <p>In the 2023 'Colchester City Centre: A Blueprint for the Future' survey:</p> <ul style="list-style-type: none"> <li>• I feel positive about the future of Colchester</li> </ul>		
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	Increasing everyday activity and participation of all sectors of the community in active lifestyles as a legacy of the Local Delivery Pilot	Michelle Tarbun, Head of Health Partnerships and Wellbeing	Tom Tayler	Using an ABCD approach, Alliance Be Well Domain and external funding is used to support projects and initiatives to allow residents to move more and keep active. The Community participation enables projects to be more sustainable in the future and to be legacy of the end of	Using an ABCD approach, Alliance Be Well Domain and external funding is used to support projects and initiatives to allow residents to move more and keep active. The Community participation enables projects to be more sustainable in the future and to be legacy of the end of the Local Delivery Pilot in 2025  Increased movement improves Physical and mental health and reduces social isolation	<b>GREEN</b>	<b>Green</b>

				<p>the Local Delivery Pilot in 2025</p> <p>Increased movement improves Physical and mental health and reduces social isolation</p> <p>Linking into the the ongoing wider Sport &amp; Leisure Review</p>	<p>Linking into the the ongoing wider Sport &amp; Leisure Review</p> <p>Colchester showcase at a national Sport Engand event on 6 November to try and secure more external funding to increase activity in our most deprived areas.</p>		
	Develop and implement a programme of repair and renewal of our play parks.	Fiona Shipp		Schedule circulated to all members and work programme underway.	Awaiting update	AMBER	
<b>Deliver Homes for those most in need</b>							



Goal	Action	Lead	Project Manager	Completed activity for September	Planned Activity for October	Previous month RAG Status	Current RAG Status
Increase the number, quality and types of homes on offer	Ensure there is a sufficient supply of suitable sites in sustainable locations to facilitate delivery of new homes, of varying size and type across all tenures.	Karen Syrett, Head of Planning		Planning officers will continue to determine applications favourably where they accord with adopted policies to ensure a sufficient supply of new homes of the right type in the right places.	Planning officers will continue to determine applications favourably where they accord with adopted policies to ensure a sufficient supply of new homes of the right type in the right places.	<b>GREEN</b>	<b>GREEN</b>
	Work in partnership with Developers and Housing	Karen Paton Housing Strategy Co-ordinator		We continue to seek 30% affordable housing on all qualifying sites (10	We continue to seek 30% affordable housing on all qualifying sites (10 or more	<b>GREEN</b>	<b>GREEN</b>

	Associations to implement Colchester's Local Plan seeking 30% of all new homes to be affordable.			or more units; 5 or more units in designated rural areas)  Registered Provider Forum set up for November to encourage better communication with our RP partners and to provide better insight into development issues.	units; 5 or more units in designated rural areas)  Registered Provider Forum set up for November to encourage better communication with our RP partners and to provide better insight into development issues.		
	Influence the allocation of S106 (or similar) contributions to ensure the	Karen Paton Housing Strategy Co-ordinator		The team continue to look for opportunities to influence the allocation of S106 contributions to	The team continue to look for opportunities to influence the allocation of S106 contributions to increase the supply of affordable housing by	<b>GREEN</b>	<b>GREEN</b>

	delivery of affordable housing is maximised.			increase the supply of affordable housing by working closely with planning colleagues and developers.	working closely with planning colleagues and developers. During quarters 1 and 2 of 2023-24 the total number of affordable homes delivered (including acquisitions) was 84 including 12 acquisitions.		
	Increase the amount of guidance available to developers to help inform new housing design and make it beautiful and sustainable.	Karen Syrett, Head of Planning		Work continues with assessment of consultation responses	No new guidance but team continues to ensure housing design is appropriate	<b>GREEN</b>	<b>GREEN</b>

	Continue with private sector housing support, advice & enforcement to improve the condition of housing in the private and social rented sector	Anna Watson, Private Sector Housing Manager	Anna Watson, Private Sector Housing Manager	<p>During October 2023:</p> <p>55 inspections, visits and assessments were undertaken of privately rented homes, including 7 assessments of homes to be occupied under the Homes for Ukraine Scheme, 3 Planning consultations were responded to and 13 inspections of Houses in Multiple Occupation (HMOs).</p>	<p>Continue to regulate and take enforcement action where required to ensure the safety of properties for Colchester residents living in the private and social rented sector.</p> <p>Continue with Recruitment process for 2 x Technical Officer vacancies in the team.</p> <p>Attend: Colchester Neighbourhoods MDT. Colchester Central Livewell Neighbourhoods Team. North Essex Hoarding MDT. Essex Private Sector Housing Officers Group.</p>	<b>GREEN</b>	<b>GREEN</b>
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				<p>28 dwellings were improved through our action.</p> <p>6 Houses in Multiple Occupation (HMOs) were improved through our action.</p> <p>7 serious housing were hazards removed through our action.</p> <p>8 HMO licences issued.</p> <p>An appeal has been received against a Financial Penalty Notice served in September for £5K on a property manager who failed</p>	<p>Be-Well Steering Group.</p> <p>Meet: ECC Commissioner re Semi-independent accommodation housing schemes in Colchester.</p>		
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				<p>to belong to a Government approved Scheme.</p> <p>Recruitment process for 2 x Technical Officer vacancies in the team ongoing, closing date in November.</p> <p>Attended:</p> <p>Essex County Fire and Rescue Service partnership event. Colchester Neighbourhoods MDT.</p>			
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				<p>Colchester Central Livewell Neighbourhoods Team. North Essex Hoarding MDT. Colchester Anti Modern Slavery (CAM) Partnership Group. Demo of Frontline app.</p> <p>Met with:</p> <p>Partnership Delivery Lead for ECC Social Care to increase collaborative working.</p>			
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Prevent or assist those facing homelessness	Work with partners to deliver the priorities in Colchester's Homelessness and Rough Sleeping Strategy 2020 – 25	Karen Paton Housing Strategy co-ordinator		<p>Project Group meeting set up for November to look at progress made on the actions in the Delivery Plan of the strategy during the last year.</p> <p>A Temporary Accommodation Delivery Plan has been put in place and officers across CCC and CBH meet monthly to track progress against the actions.</p>	<p>A Project Group meeting has been set up for November to look at progress made on the actions in the Delivery Plan of the strategy during the last year.</p> <p>A Temporary Accommodation Delivery Plan has been put in place and officers across CCC and CBH meet monthly to track progress against the actions.</p> <p>We continue to progress the LAHF 2 project and have acquired and let 2 properties through our Acquisition</p>	<b>GREEN</b>	<b>GREEN</b>



				We continue to progress the LAHF project and are acquiring 2 properties through our Acquisition programme and 4 properties off the shelf from a developer for Afghan families.	programme and are purchasing 4 properties off the shelf from a developer for Afghan families currently living in MOD accommodation.		
	Provide assistance, support and an accommodation pathway for Rough Sleepers through the governments	Karen Paton		The Rough Sleeper Team continue to provide support and accommodation to rough sleepers and currently have a small cohort (4 or 5) of entrenched rough sleepers that they are working with to	The Rough Sleeper Team continue to provide support and accommodation to rough sleepers and currently have a small cohort (4 or 5) of entrenched rough sleepers that they are working with to support them into accommodation. CCC have been awarded additional	<b>GREEN</b>	<b>GREEN</b>

	Rough Sleeper Initiative			support them into accommodation.	DLUHC funding (on top of RSI funding) of £22,500. for 2023-24 to provide support and emergency accommodation for this group during the winter months.		
	Continue with and enhance existing cost of living programme of advice and assistance including outreach	Michelle Tarbun, Head of Health Partnerships & Wellbeing	Zoe Raven	Continue current activity including focussed outreach events supporting residents, partners and employees  Ongoing comms and social media campaign to residents and partners	Continue current activity including focussed outreach events supporting residents, partners and employees  Ongoing comms and social media campaign to residents and partners  Optimise the energy efficiency funding and advice on offer  Work over all the resettlement schemes to help ensure benefits are maximised and	<b>GREEN</b>	<b>Amber</b>

				<p>Optimise the energy efficiency funding and advice on offer</p> <p>Work over all the resettlement schemes to help ensure benefits are maximised and employment opportunities are explored</p>	<p>employment opportunities are explored</p> <p>Recent resignations in the team have reduced resource and will impact the level of assistance we can give residents</p>		
Increase affordable housing using buildings or land the council own	Continue delivering the New Council Housing Programme and building to	Terri Hamilton		<ul style="list-style-type: none"> <li>Phase 3 garage sites progressing well, Retendering for</li> </ul>	<ul style="list-style-type: none"> <li>Continuing to progress Phase 3 garage sites Retender period for 5<sup>th</sup>.</li> <li>Continue with feasibility works and planning for</li> </ul>	<b>GREEN</b>	<b>GREEN</b>

	Future Homes 2025 standards			<p>5<sup>th</sup> due to end 20.11.23.</p> <ul style="list-style-type: none"> <li>• Feasibility works and planning for acquired sites and accessible homes project continuing.</li> <li>• Process PFH decision to acquire one 3 bed unit at Chesterwell.</li> <li>• Process PFH decision to acquire 11 family homes within Chesterwell development</li> </ul>	<p>acquired sites and accessible homes project.</p> <ul style="list-style-type: none"> <li>• Continue to work with developers to seek agreements for acquiring off the shelf units.</li> <li>• Continue to seek viable options for more units</li> <li>• ,</li> </ul>		
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				<ul style="list-style-type: none"> <li>Process Cabinet report on Affordable rent to increase viable options for more affordable housing delivery.</li> </ul>			
<b>Grow our Economy so everyone benefits</b>							
Goal	Action	Lead	Project Manager	Completed activity for October	Planned Activity for November	Previous month RAG Status	Current RAG Status
Work with partners to create a vibrant city which people want to live in and visit, whilst attracting investment	Work with System Leaders to define a 2040 Vision for Colchester.	Lindsay Barker, Executive Director Place and Deputy CEO	Matt Sterling	Analysis of Masterplan consultation feedback now completed, with a timetable for adoption drafted	Make revisions to Masterplan following consultation feedback ahead of January formal adoption.  Further engagement activity.	<b>GREEN</b>	<b>GREEN</b>

				<p>ready for Team Colchester approval.</p> <p>Team Colchester approved changes to St Botolph's design in response to consultation feedback.</p>	<p>Appoint consultants to advise Team Colchester on creating a joint development vehicle for the city centre.</p>		
	<p>Deliver the Town Deal projects to improve the lives of residents and support businesses</p>	<p>Matt Sterling Head of Economic Growth</p>		<p>Launch event for completed Digital Skills Hub held. Work underway on Colne Causeway section of cycling route. Test holes started at St Nics to</p>	<p>Announcement of Heritage Lottery Fud decision re Holy Trinity Church round 1 application. Completion of test holes at St Nics. Tenders for management of Digital Working Hub.</p>	<b>RED</b>	<b>AMBER</b>

				check utilities locations ahead of technical assurance being approved.			
	Support the continued success of "Our Colchester Business Improvement District" through it's board and partnering on projects.	Matt Sterling		City Centre Programmes Coordinator as started in post and is already developing our ties with the BID including developing a detailed understanding of city centres works to avoid business disruption.	Hold liaison session in Nov about the Masterplan and St Botolph's changes.	<b>GREEN</b>	<b>GREEN</b>

	Work with partners from North Essex Economic Board to use Shared Prosperity Funding to provide business support.	Matt Sterling		Current Business Support scheme continues delivery. Members have now developed a delivery action plan for the new strategy.	Consider the role NEEB might play in a devolution settlement.	<b>GREEN</b>	<b>GREEN</b>
	Ensure the Tendring and Colchester Borders Garden Community is plan led and policies are drafted to ensure the City benefits from	Karen Syrett, Head of Planning	Amy Lester Planning Manager TCBGC	Development Plan Document submitted to PINS following consultation in preparation for Examination in Public	Topic papers and statements of common ground being produced ahead of hearing sessions	<b>GREEN</b>	<b>GREEN</b>



	the development						
	Review options for Colchester market and street trading and agree the future model.	Rosa Tanfield, Head of Neighbourhood Services	Samantha Lancaster, Operations Manager	Options paper in development	Options paper in development	<b>GREEN</b>	<b>GREEN</b>
	Create and deliver a new plan for the neighbourhood, Street Care and Safety services, including service improvements	Rosa Tanfield, Head of Neighbourhood Services	Samantha Lancaster, Operations Manager	Interim Operations Manager in post. Review of proposals in line with ongoing budget pressures.	Review of proposals in line with ongoing budget pressures.	<b>GREEN</b>	<b>GREEN</b>

	to maintain the quality of public spaces.						
<b>Celebrate our City, Heritage and Culture</b>							
<b>Goal</b>	<b>Action</b>	<b>Lead</b>	<b>Project Manager</b>	<b>Completed activity for October</b>	<b>Planned Activity for November</b>	<b>Previous month RAG Status</b>	<b>Current RAG Status</b>
Strengthen Colchester's tourism sector and welcome more visitors each year	Have a Year of Celebration through 2023 including coronation celebration engagement with City Status in all areas, Gladiators Exhibition at	Frank Hargrave Head of Museums, Culture and Tourism	Claire Taylor Visitor and Cultural Services Manager/Colchester Events  Claire Taylor/Comms	Promotion of Year of Celebration through central CCC Comms and Visit Colchester channels continues – YoC events taking place in October included Colchester Fringe Festival.	Promotion of Year of Celebration through central CCC Comms and Visit Colchester channels continues – YoC events taking place in November include the Castle Park Fireworks and the the start of Christmas in Colchester celebrations with the Festive Light Parade and Switch on Nov 15 <sup>th</sup> .	<b>GREEN</b>	<b>GREEN</b>

	the Castle and Siege Spectacular re-enactment						
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	<p>Enhance marketing of Colchester as a destination including a refresh of Visit Colchester Website, 3-year successive marketing campaign and collaborative marketing with the Business Improvement District</p>	<p>Claire Taylor, Visitor and Cultural Services Manager</p>	<p>Claire Taylor</p>	<p>Website contract was let will be let work on new site started</p> <p>Comms were unable to provide the staff resource to deliver the marketing campaign due to vacancies and a restructure and the funds for yr 1 have now been taken to help with the budget gap</p>	<p>Work on website will progress towards launch in March 2024</p> <p>As Oct in the campaign will not continue as funds are no longer available.</p>	<p><b>AMBER</b></p>	<p><b>AMBER</b></p>
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<p>To make our city a better place in which to live and work and visit</p>	<p>Work with Essex County Council to develop and adopt a new City Centre Masterplan to guide and direct future development in the City Centre so it is transformed, attractive and more accessible.</p>	<p>Matt Sterling Head of Economic Growth</p>		<p>Analysis of Masterplan consultation feedback now completed, with a timetable for adoption drafted ready for Team Colchester approval.</p>	<p>Make revisions to Masterplan following consultation feedback ahead of January formal adoption.</p> <p>Further engagement activity.</p> <p>Appoint consultants to advise Team Colchester on creating a joint development vehicle for the city centre</p>	<p><b>GREEN</b></p>	<p><b>GREEN</b></p>
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	Delivery of an annual small grants scheme annually for 3 years to support Cultural and Creative Events.	Claire Taylor	Claire Taylor	The Alliance have confirmed a £10K match funding contribution to the Fund pot for 2024	Preparations of for launch of scheme in early Jan	<b>GREEN</b>	<b>GREEN</b>
	Continue existing multiyear grant support to key Arts partners and create additional small pot to support Creative Colchester.	Claire Taylor	Claire Taylor	Third Quarter Grants Paid	Arrange Annual Funding Agreement Review Meetings between PFH and Strategic Arts Partners.	<b>GREEN</b>	<b>GREEN</b>

	Celebrate the historic Coronation of King Charles III	Michelle Tarbun Head of Health Partnerships & Wellbeing	Michelle Tarbun	Coronation plaque now fixed in the Town Hall entrance.	Coronation plaque now fixed in the Town Hall entrance.	<b>GREEN</b>	<b>GREEN and closed</b>
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# Assigning a RAG Status

	 <b>Time</b>	 <b>Cost</b>	 <b>Resource</b>	 <b>Risk</b>	 <b>Issue</b>	 <b>Overall</b>	<b>So what?</b>
	Delays against Timebox Plan	Overspend against Budget	Key Resource unavailable	Risks cannot be mitigated	Issues cannot be mitigated	Red/Amber Time and Cost will affect Features	<b>Project Owner cannot resolve (Escalate to PDB)</b>
	Potential Delays against Timebox Plan	Budget Under/Over spend against Forecast	Key Resource unavailable during key milestones	Risks are being Flagged	Issues are being Flagged	Red/Amber Time and Cost may affect Features	<b>Project Manager cannot resolve (Speak to Project Owner)</b>
	Timebox Plan available	Within Budget and spend on track against Forecast	Fully Resourced	Risks Register Available	Issues Log Available	Features will be delivered	<b>Project Manager demonstrating Full Control</b>

## Appendix A



**12 December 2023**

<b>Report of</b>	<b>Chief Operating Officer</b>	<b>Author</b>	<b>Owen Howell</b> ☎ <b>282518</b>
<b>Title</b>	<b>Work Programme 2023-24</b>		
<b>Wards affected</b>	Not applicable		

**1. Executive Summary**

1.1 This report sets out the current Work Programme 2023-2024 for the Scrutiny Panel. This provides details of the reports that are scheduled for each meeting during the municipal year.

**2. Action Required**

- 2.1 The Panel is asked to consider and approve the contents of the Work Programme for 2023-2024, or request amendments, additions and/or deletions.
- 2.2 The Panel is asked to identify any additional specific issues, matters or areas of Council operations which it wishes to scrutinise during the 2023-24 municipal year, and to provisionally schedule these items, subject to feedback from relevant officers on any issues which may affect reporting timescales.

**3. Background Information**

- 3.1 The Panel’s work programme evolves as the Municipal Year progresses and items of business are commenced and concluded. At each meeting the opportunity is taken for the work programme to be reviewed and, if necessary, amended according to current circumstances. The draft work programme for 2023-24 is appended to this report. This contains the items which are reviewed each year by the Panel.
- 3.2 The Forward Plan of Key Decisions is included as part of the work programme for the Scrutiny Panel, and this is included an **Appendix A**.

**4. Standard References**

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

## **5. Strategic Plan References**

5.1 Scrutiny and challenge is integral to the delivery of the Strategic Plan 2023-2026 priorities and direction for the area as set out under the strategic themes of:

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

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

### **Appendices**

Appendix A – Scrutiny Panel Work Programme, 2023-24

Appendix B – Forward Plan of Key Decisions: 1 October 2023 – 31 January 2024

**Work Programme for 2023/24**

<b>Scrutiny Panel meeting – 6 June 2023</b>
<b>Scrutiny Panel Chairman’s briefing – 1 June 2023</b>
<ol style="list-style-type: none"> <li>1. Corporate Key Performance Indicator Targets for 2023-24</li> <li>2. Work Programme 2023-24</li> </ol>
<b>Scrutiny Panel meeting – 4 July 2023</b>
<b>Scrutiny Panel Chairman’s briefing – 29 June 2023</b>
<ol style="list-style-type: none"> <li>1. Year End 2022/23 Performance Report and Strategic Plan Action Plan</li> <li>2. Capita data breach</li> <li>3. Work Programme 2023-24</li> </ol>
<b>Scrutiny Panel (Crime and Disorder Committee) - 19 September 2023</b>
<b>Scrutiny Panel Chairman’s briefing – 14 September 2023</b>
<ol style="list-style-type: none"> <li>1. Safer Colchester Partnership (Crime and Disorder Committee)</li> </ol>
<b>Scrutiny Panel – 3 October 2023</b>
<b>Scrutiny Panel Chairman’s Briefing – 28 September 2023</b>
<ol style="list-style-type: none"> <li>1. Portfolio Holder Briefing [Neighbourhood Services and Waste]</li> <li>2. Portfolio Holder Briefing [Housing]</li> <li>3. Work Programme 2023-24</li> </ol>
<b>Scrutiny Panel meeting - 14 November 2023</b>
<b>Scrutiny Panel Chairman’s briefing – 9 November 2023</b>
<ol style="list-style-type: none"> <li>1. Portfolio Holder Briefing [Leader of the Council/Strategy]</li> <li>2. Budget Strategy for 2024-25</li> <li>3. Skills: How Able is Colchester to Develop the Skills Needed for the Future?</li> <li>4. Work Programme 2023-24</li> </ol>
<b>Scrutiny Panel meeting - 12 December 2023</b>
<b>Scrutiny Panel Chairman’s briefing – 6 December 2023</b>
<ol style="list-style-type: none"> <li>1. Portfolio Holder Briefing [Economy, Transformation and Performance]</li> <li>2. Half Year 2023-24 Performance Report</li> <li>3. Key Performance Indicators Benchmarking Report</li> <li>4. Strategic Plan Action Plan progress</li> <li>5. Work Programme 2023-24</li> </ol>

**Scrutiny Panel meeting - 23 January 2024****Scrutiny Panel Chairman's briefing – 18 January 2024**

1. Portfolio Holder Briefing [Resources]
2. 2024-25 Revenue Budget, Capital Programme, Medium Term Financial Forecast and Treasury Management Investment Strategy
3. Housing Revenue Accounts Estimate and Housing Investment Programme
4. Business case for charging for the kerbside collection of garden waste
5. Work Programme 2023-24

**Scrutiny Panel - 13 February 2024****Scrutiny Panel Chairman's briefing – 8 February 2024**

1. Portfolio Holder Briefing [Leisure, Culture and Heritage]
2. Corporate Key Performance Indicator Targets for 2024-25.
3. Arts Organisations receiving Council funding
4. Council's approach and policy towards the use of owned community assets and whether to charge for use
5. Work Programme 2023-24

**Scrutiny Panel meeting– 12 March 2024****Scrutiny Panel Chairman's briefing – 7 March 2024**

1. Portfolio Holder Briefing [Communities]
2. Portfolio Holder Briefing [Planning, Environment and Sustainability]
3. Local Highways Panel
4. Town Deal projects progress report
5. Impact Evaluation of City Status
6. Scrutiny Panel Annual Report
7. Work Programme 2023-24

**Scrutiny Panel (Crime and Disorder Committee) – 18 March 2024****Scrutiny Panel Chairman's briefing – 14 March 2024**

1. Safer Colchester Partnership (Crime and Disorder Committee)

**Items still to schedule, when possible:**

- Previous Council negotiations with Alumno [Monitoring Officer advice is that this will only be able to be scrutinised in open session once the current ongoing legal situation is resolved regarding the Queen Street site]
- Planning trial of local prioritisation for property purchasing [relating to a recent planning application] [Officer advice is that this is at an early stage and is likely to need to wait until it is ready for meaningful scrutiny of scheme and outcomes, expected at some point in 2023-24]

# COLCHESTER CITY COUNCIL

## FORWARD PLAN OF KEY DECISIONS 1 January 2024 – 30 April 2024

During the period from 1 January 2024 – 30 April 2024\* Colchester City Council intends to take ‘Key Decisions’ on the issues set out in the following pages. Key Decisions relate to those executive decisions which are likely to either:

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

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

The Council invites members of the public to attend any of the meetings at which these decisions will be discussed and the documents listed on the Plan and any other documents relevant to each decision which may be submitted to the decision taker can be viewed free of charge although there will be a postage and photocopying charge for any copies made. *All decisions will be available for inspection on the Council's website, [www.colchester.gov.uk](http://www.colchester.gov.uk)*

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

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

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

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If you need help with reading or understanding this document please telephone (01206) 282222 or textphone users dial 18001 followed by the full number that you wish to call and we will try to provide a reading service, translation or other formats you may need.

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

KEY DECISION REQUIRED	DOES DECISION INCLUDE EXEMPT INFORMATION (or information defined by the Government as Confidential)	DATE OF DECISION or PERIOD DECISION TO BE TAKEN	DECISION MAKER (title and name, including Cabinet, portfolio holders and officers) – details of decision makers correct at time of publication	DOCUMENTS SUBMITTED OR TO BE SUBMITTED TO DECISION TAKER TO CONSIDER (and from where they are available)	CONTACT DETAILS FROM WHICH DOCUMENTS CAN BE OBTAINED (name of the authors of the reports)
<b>Award of Contract for the communal area cleaning of 2 and 3 storey blocks</b>	No	December 2023	<p>Portfolio Holder for Housing, Councillor Paul Smith</p> <p>Please contact via Democratic Services (01206) 507832 email: democratic.services@colchester.gov.uk</p>	Portfolio Holder report	<p>Martin Norgett Strategic Client for Asset Management <a href="mailto:martin.norgett@colchester.gov.uk">martin.norgett@colchester.gov.uk</a> 07816 204488</p>
<b>Acquisition of family homes from Developer within the Chesterwell development</b>	Yes	December 2023	<p>Portfolio Holder for Housing, Councillor Paul Smith, in consultation with Richard Block, Chief Operating Officer,</p> <p>Please contact via Democratic Services (01206) 507832 email: democratic.services@colchester.gov.uk</p>	Portfolio Holder report	<p>Terri Hamilton Client for Affordable Housebuilding <a href="mailto:Terri.hamilton@colchester.gov.uk">Terri.hamilton@colchester.gov.uk</a> 07870 542949</p>

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<b>Award of contract for the upgrade of thermal elements and deck areas to flats at Trinity Square</b>	No	December 2023	<p>Portfolio Holder for Housing, Councillor Paul Smith</p> <p>Please contact via Democratic Services (01206) 507832 email: democratic.services@colchester.gov.uk</p>	Portfolio Holder report	<p>Martin Norgett Strategic Client for Asset Management <a href="mailto:martin.norgett@colchester.gov.uk">martin.norgett@colchester.gov.uk</a> 07816 204488</p>
<b>Viability Assumptions and Affordable Rent on New build affordable housing developments within the Council's General needs housing stock</b>	Yes	22 November 2023	<p>Cabinet (Cllrs King, Burrows, Cory, Goss, Jay, Luxford Vaughan, Smith, Sommers)</p> <p>Please contact via Democratic Services (01206) 507832 email: democratic.services@colchester.gov.uk</p>	Cabinet report	<p>Terri Hamilton Client for Affordable Housebuilding <a href="mailto:Terri.hamilton@colchester.gov.uk">Terri.hamilton@colchester.gov.uk</a> 07870 542949</p>

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<b>Approval of Fees and Charges 2024-25</b>	No	19 December 2023	<p>Cabinet (Cllrs King, Burrows, Cory, Goss, Jay, Luxford Vaughan, Smith, Sommers)</p> <p>Please contact via Democratic Services (01206) 507832 email: democratic.services@colchester.gov.uk</p>	Cabinet report Schedule of draft fees and charges	<p>Andrew Small Section 151 Officer <a href="mailto:Andrew.small@colchester.gov.uk">Andrew.small@colchester.gov.uk</a></p>



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<p><b>North Essex Authorities and Shared Services</b></p> <p>The report will update Cabinet on progress since agreeing the North Essex Authorities' (NEA) Memorandum of Understanding in December 2022, seek approval to establish the North Essex Councils partnership and commit resources to enable its objectives to be delivered. It will also provide an update on shared services and seek approval to progress to develop a full business case for a single shared back office.</p>	No	19 December 2023	<p>Cabinet (Cllrs King, Burrows, Cory, Goss, Jay, Luxford Vaughan, Smith, Sommers)</p> <p>Please contact via Democratic Services (01206) 507832 email: democratic.services@colchester.gov.uk</p>	Cabinet report	<p>Richard Block Chief Operating Officer <a href="mailto:Richard.block@colchester.gov.uk">Richard.block@colchester.gov.uk</a> (01206) 506825</p>

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<b>Peer Review Action Plan Update</b>	No	19 December 2023	<p>Cabinet (Cllrs King, Burrows, Cory, Goss, Jay, Luxford Vaughan, Smith, Sommers)</p> <p>Please contact via Democratic Services (01206) 507832 email: democratic.services@colchester.gov.uk</p>	Cabinet report Peer Review Action Plan Update	<p>Richard Block Chief Operating Officer <a href="mailto:Richard.block@colchester.gov.uk">Richard.block@colchester.gov.uk</a> (01206) 506825</p>
<b>Local Council Tax Support 2024/25</b>	No	19 December 2023	<p>Cabinet (Cllrs King, Burrows, Cory, Goss, Jay, Luxford Vaughan, Smith, Sommers)</p> <p>Please contact via Democratic Services (01206) 507832 email: democratic.services@colchester.gov.uk</p>	Cabinet report 6-week public consultation results LCTS scheme 2024/25	<p>Adam Wood Benefits and Support Manager <a href="mailto:adam.wood@colchester.gov.uk">adam.wood@colchester.gov.uk</a> 01206 505857</p>

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<b>Approval to complete the purchase of land/property at ‘The Centre’ Greenstead from Notting Hill Genesis, using funding received via the Estates Regeneration Fund</b>	Yes	19 December 2023	Cabinet (Cllrs King, Burrows, Cory, Goss, Jay, Luxford Vaughan, Smith, Sommers)  Please contact via Democratic Services (01206) 507832 email: democratic.services@colchester.gov.uk	Portfolio Holder report	Richard Kendrew Project Manager <a href="mailto:richard.kendrew@colchester.gov.uk">richard.kendrew@colchester.gov.uk</a> 01206 589276
<b>Award of Contract for General Building</b>	No	December 2023	Portfolio Holder for Housing, Councillor Paul Smith  Please contact via Democratic Services (01206) 507832 email: democratic.services@colchester.gov.uk	Portfolio Holder report	Martin Norgett Strategic Client for Asset Management <a href="mailto:martin.norgett@colchester.gov.uk">martin.norgett@colchester.gov.uk</a> 07816 204488

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<b>Award of contract for retrofit installation to combat fuel poverty</b>	No	December 2023	<p>Portfolio Holder for Housing, Councillor Paul Smith</p> <p>Please contact via Democratic Services (01206) 507832 email: democratic.services@colchester.gov.uk</p>	Portfolio Holder report	<p>Martin Norgett Strategic Client for Asset Management <a href="mailto:martin.norgett@colchester.gov.uk">martin.norgett@colchester.gov.uk</a> 07816 204488</p>
<p><b>Housing Revenue Account Fees and Charges 2024 – 2025</b> To agree the Housing Revenue Account fees and charges for 2024-2025</p>	No	December 2023	<p>Portfolio Holder for Housing, Councillor Paul Smith</p> <p>Please contact via Democratic Services (01206) 507832 email: democratic.services@colchester.gov.uk</p>	Portfolio Holder report, including schedule of fees and charges	<p>Suzane Norton Housing Client Coordinator <a href="mailto:suzanne.norton@colchester.gov.uk">suzanne.norton@colchester.gov.uk</a> (01206) 282249</p>

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<b>Award of Contract for Gas Servicing</b>	No	January 2024	<p>Portfolio Holder for Housing, Councillor Paul Smith</p> <p>Please contact via Democratic Services (01206) 507832 email: democratic.services@colchester.gov.uk</p>	Portfolio Holder report	<p>Martin Norgett Strategic Client for Asset Management <a href="mailto:martin.norgett@colchester.gov.uk">martin.norgett@colchester.gov.uk</a> 07816 204488</p>
<b>Authority to award Contract for Delivery of Energy Improvements for the Social Housing Decarbonisation Fund Project – Package 2</b>	No	January 2024	<p>Portfolio Holder for Housing, Councillor Paul Smith</p> <p>Please contact via Democratic Services (01206) 507832 email: democratic.services@colchester.gov.uk</p>	Portfolio Holder report	<p>Martin Norgett Strategic Client for Asset Management <a href="mailto:martin.norgett@colchester.gov.uk">martin.norgett@colchester.gov.uk</a> 07816 204488</p>

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<b>Golden Brick Agreement to acquire 6 off the shelf family homes</b>	Yes	January 2024	<p>Portfolio Holder for Housing, Councillor Paul Smith</p> <p>Please contact via Democratic Services (01206) 507832 email: democratic.services@colchester.gov.uk</p>	Portfolio Holder report	<p>Terri Hamilton Client for Affordable Housebuilding <a href="mailto:Terri.hamilton@colchester.gov.uk">Terri.hamilton@colchester.gov.uk</a> 07870 542949</p>

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<b>Officer Pay Policy Statement 2024-25</b>	No	24 January 2024	<p>Cabinet (Cllrs King, Burrows, Cory, Goss, Jay, Luxford Vaughan, Smith, Sommers)</p> <p>Please contact via Democratic Services (01206) 507832 email: democratic.services@colchester.gov.uk</p>	Cabinet report Draft Officer Pay Policy Statement 2024-25	<p>Jess Douglas Head of People <a href="mailto:Jessica.douglas@colchester.gov.uk">Jessica.douglas@colchester.gov.uk</a> 01206 282239</p>

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<b>Enabling Works for Colchester Northern Gateway</b>	Yes	24 January 2024	<p>Cabinet (Cllrs King, Burrows, Cory, Goss, Jay, Luxford Vaughan, Smith, Sommers)</p> <p>Please contact via Democratic Services (01206) 507832 email: democratic.services@colchester.gov.uk</p>	Cabinet report	<p>Lindsay Barker Deputy Chief Executive and Executive Director, Place <a href="mailto:lindsay.barker@colchester.gov.uk">lindsay.barker@colchester.gov.uk</a> (01206) 507435</p>



KEY DECISION REQUIRED	DOES DECISION INCLUDE EXEMPT INFORMATION (or information defined by the Government as Confidential)	DATE OF DECISION or PERIOD DECISION TO BE TAKEN	DECISION MAKER (title and name, including Cabinet, portfolio holders and officers) – details of decision makers correct at time of publication	DOCUMENTS SUBMITTED OR TO BE SUBMITTED TO DECISION TAKER TO CONSIDER (and from where they are available)	CONTACT DETAILS FROM WHICH DOCUMENTS CAN BE OBTAINED (name of the authors of the reports)
<b>2024-25 Budget, Council Tax and Medium Term Financial Forecast, Housing Revenue Account 2024-25 Estimates and Housing Investment Programme 2024-25</b>	No	24 January 2024	Cabinet (Cllrs King, Burrows, Cory, Goss, Jay, Luxford Vaughan, Smith, Sommers)  Please contact via Democratic Services (01206) 507832 email: democratic.services@colchester.gov.uk	Cabinet report	Andrew Small Section 151 Officer <a href="mailto:Andrew.small@colchester.gov.uk">Andrew.small@colchester.gov.uk</a>
<b>Award of Contract for Temporary Staff</b>	No	24 January 2024	Cabinet (Cllrs King, Burrows, Cory, Goss, Jay, Luxford Vaughan, Smith, Sommers)  Please contact via Democratic Services (01206) 507832 email: democratic.services@colchester.gov.uk	Cabinet report	Jess Douglas Head of People <a href="mailto:Jessica.douglas@colchester.gov.uk">Jessica.douglas@colchester.gov.uk</a> 01206 282239

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