

Scrutiny Panel Meeting

**Grand Jury Room, Town Hall, High Street,
Colchester, CO1 1PJ
Tuesday, 04 July 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.

Have Your Say!

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Access

There is wheelchair access to the Town Hall from St Runwald Street. There is an induction loop in all the meeting rooms. If you need help with reading or understanding this document, please take it to the Library and Community Hub, Colchester Central Library, using the contact details below and we will try to provide a reading service, translation or other formats you may need.

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Toilets with lift access, if required, are on each floor of the Town Hall. A water dispenser is available on the first floor.

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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 BOROUGH COUNCIL
Scrutiny Panel
Tuesday, 04 July 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 (insert date) are a correct record.

Scrutiny Panel Minutes 6 June 2023

7 - 12

6 **Have Your Say! (Hybrid Scrutiny Meetings)**

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

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

7 **Decisions taken under special urgency provisions**

The Councillors will consider any decisions by the Cabinet or a Portfolio Holder which have been taken under Special Urgency provisions.

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

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

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

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

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

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

10 **Year End April 2022 – March 2023 Performance Report Key Performance Indicators (KPI) and Other Performance News**

13 - 44

This report provides details of performance against Key Performance Indicators (KPIs) at year end point 2022 – 2023. The report also includes other performance news.

- 11 **Year End covering April 2022 to March 2023 Performance Report - 2020-2023 Strategic Plan Action Plan** 45 - 62
- This report provides details of progress in delivering against the Council's Strategic Plan for 2020-2023 at year end of 2022-2023.
- 12 **Capita data breach** 63 - 66
- Scrutiny Panel received a request from Cllr Willets to include an item on the work program relating to the Safeguarding of residents' personal data processed by the Council and/or its contractors.
- This report provides information relating to this to facilitate consideration by the Scrutiny Panel.
- 13 **Work Programme 2023-24** 67 - 80
- 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.
- 14 **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)

Item 12 Appendix A. Council GAP Report

SCRUTINY PANEL

6 June 2023

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

Substitutions: - None

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

407. Minutes

RESOLVED that the minutes of the following meetings be accepted as accurate records:

- a) 14 February 2023
- b) 3 March 2023
- c) 14 March 2023
- d) 15 March 2023
- e) 24 May 2023

408. Have Your Say

Ms. Carinna Cooper attended and addressed the Panel pursuant to the provisions of Meetings General Procedure Rule 5(1), to state concerns which had been raised by members of the public previously with the Council's Environment and Sustainability on 21 March 2023, relating to their views that there were ethical and environmental problems with Lithium mining, and that fires in batteries meant that the Council should not replace its existing fleet with electric vehicles. Ms Cooper also stated her views that Government action during the pandemic caused public harm and that climate change did not exist. Ms Cooper asked the Panel to investigate how environmental policies are drafted and agreed at the Council and sought assurances that the public could challenge decision makers and work with councillors on decision making.

The Chairman welcomed Ms Cooper's participation in the meeting and invited her to attend the Cabinet meeting on 7 June 2023, explaining that Cabinet was the primary decision-making body. The Chairman encouraged public engagement with the

Council but explained that the Panel was not empowered to scrutinise the discussion on the matters raised that was held by the Environment and Sustainability Panel.

409. Items requested by members of the Panel and other Members

The Chairman informed the Panel that Councillor Willetts had submitted a written request for the Scrutiny Panel to scrutinise matters relating to the recently-reported data breach affecting Capita, and data security regarding the Council and its contractors, which included Capita. Councillor Willetts presented his request, which included a review of how protection of personal data is approached in procuring contracted services, how the Council ensured contractors' security standards and a review of how the Council ensured that any residents affected by the Capita data breach were contacted, informed and apologised to for the data security failings identified at Capita. Councillor Willetts argued that it should not be assumed that contractors had appropriate data security.

RESOLVED that Councillor Willett's request be approved and 'Safeguarding of resident's personal data processed by the Council and/or its contractors' be added to the Scrutiny Panel work programme for consideration on 4 July 2023.

410. Corporate Key Performance Indicator [KPI] Targets for 2023-24

Councillor Jay, Portfolio Holder for Economy, Transformation and Performance, introduced the targets and informed the Panel that ways to benchmark performance against other local authorities were being examined. The targets were described, and the economic indicators picked out as reflecting the Strategic Plan's priorities. Councillor King, Leader of the Council, stressed that the Strategic Plan should be tightly bound to timescales, which was reflected in the KPIs and targets. Performance standards were always an issue for debate and the Leader noted that the Council aimed for its performance results to be above the median, and above the upper quartile in some areas.

Councillor Sunnucks attended and, with the permission of the Chairman, addressed the Panel about the Strategic Plan and how KPIs related to it. Councillor Sunnucks noted that there would be another difficult Budget to produce this year, where there would be financial constraints on work and performance. Councillor Sunnucks noted that the previous year's accounts had yet to be discussed. The first priority given was to address climate change, where Councillor Sunnucks argued that the KPIs were not ambitious or helpful, noting that the carbon saving target was only to drop production by 0.1%. Clarification was requested as to whether this target reduction related to the Council or to the whole of Colchester. Councillor Sunnucks urged that the conversation be about all of Colchester, asking if fly-tipping statistics only covered Council land, or all land, and whether they were annual or cumulative figures. Councillor Sunnucks also called for a discussion on the sick leave average of around 8 days, which was higher than the national average of 5.7 days and for a narrower, focussed Strategy, to achieve better results. Revenue targets were welcomed, but Councillor Sunnucks argued that these should look at the Council's 'bottom line' and what the Council could do, using financial systems and focussing on how to solve problems. Councillor Sunnucks posited that diversity of targets was at the root of any financial problems and that the Council needed to focus and

understand its financial constraints, predicting that opposition councillors would be challenged in the future as to what they wished to cut from Council spending.

The Portfolio Holder for Economy, Transformation and Performance agreed that some targets would benefit from more detail and fuller explanation, and agreed to stay vigilant of the Council's 'bottom line' and the effect it would have on service provision. The Chairman noted that, whilst 'addressing Climate Change' was given as the first priority of the Strategic Plan, this did not necessarily mean that it was being given a higher priority than the other priorities on the list.

The Leader of the Council welcomed challenge and explained that there was a balance to strike between volume of data presented, and the presentation of it in an understandable fashion. Members' views on this would be taken back to Cabinet and Portfolio Holders would be in a better position to talk to the KPI targets over time. The targets set reflected the Strategic Plan priorities, set against the backdrop facing the Council. The Leader noted that Scrutiny Panel and Governance and Audit Committee both looked at these matters and, if the general view was that more information is needed to judge performance, this would be provided. It would be a challenging year and Budget setting, and members would need to give indicators as to what specifically they wished to see change.

The Panel considered the responses given, and of possibilities for benchmarking. A Panel member suggested there could be a case for providing more context and reference points, such as national performance figures, such as for council tax collection rates, staff sick leave rates and other commonly compiled statistics. This would give assurance that the Council was performing well in comparison with others. The Portfolio Holder for Economy, Transformation and Performance agreed and confirmed that some comparisons had been obtained and that more data was being collected for benchmarking, including waste collection rates. A suggestion was made by the Panel that the Local Government Association might be able to assist with this. A Panel member noted that KPIs allowed councillors to 'navigate' through the Strategic Plan, and that the proposal was for setting KPI targets that best reflected priorities. This meant that it was important to agree upon KPI targets which could show that the Plan was working, and that the values set were realistic and appropriate.

A Panel member noted that the target for Council Tax collection, set at 97.65%, was slightly increased from the previous target, but lower than actual current performance, and expressed concern at this, arguing that it was not acceptable to set targets that were under current performance, unless there were extreme reasons for doing so. It was noted that every additional 1% of Council Tax collected cost the Council more to collect than the previous ones. The Leader of the Council agreed that the target was fractionally lower than current performance and underlined the pressures currently on residents, from inflation and reductions in value of pay, noting that the Council collected a higher percentage of Council Tax owed than other local authorities. A Panel member responded that the Council had a generous Council Tax Support Scheme, and argued that cost of living was not a good excuse for non-payment of Council Tax, or rent owed to the Council.

A concern was raised that there was a target set for Leisure Centre income, but that profitability was the key issue and the KPI should reflect this, the balance between income and costs. The Portfolio Holder for Economy, Transformation and Performance agreed to raise this point with Cabinet.

A query was raised regarding the Capital Programme KPI, which was said in one place to be 80% of forecast against spend, but 70% in the paragraph following. The Leader acknowledged that this was a typographical error. [It was confirmed, following the meeting, that the correct KPI target was 70%].

The Leader emphasised that this was a new Strategic Plan, and the KPI target setting was a work in progress. Earned value was an important issue, not just the level of spending. The Leader acknowledged that the Council needed to manage its capital better than it had previously.

Concern was expressed from the Panel that, regarding climate change, there was a proposal to relax the KPI target for percentage of residual waste collected. A significant effort had been made over the years to reduce the volume of black bag waste put out for collection, and a Panel member stated that it was unacceptable to now loosen the target, from 346kg to 354kg per household. There was concern that this might include more garden waste in the future. The Portfolio Holder for Economy, Transformation and Performance explained that there were mitigating factors and that the Council was working on influencing changes in behaviour. Targets would be assessed, year on year, and Cabinet were focussed on setting targets that were achievable.

Concerns were also raised by a Panel member that the target for recycling, reusing or composting waste was being relaxed. The Council had worked hard to improve its recycling performance, moving from bottom of the local performance tables to being mid-table, and it was argued that relaxing the target would give the wrong impression. The Leader of the Council pointed out that the proposed target would still demand improvement in the Council's performance.

There was a discussion of the target set for clearance of fly tipping, with clarification given that the number of incidents was counted, with a separate count made of instances the Council cleared, to give an overall comparison and performance measure.

Answering points regarding the proposed reductions in emissions not being sufficient to achieve net zero emissions by 2030, Richard Block, Chief Operating Officer, explained that much progress had already been made on reducing carbon output, working with the Carbon Trust. More savings were expected in later years, prior to the target of achieving net zero by 2030. This would include the switch to using electric vehicles in the Council's fleet.

Regarding 'Time to process housing benefit and local council tax support new claims and changes', it was questioned why the targets were being set at four and five days respectively, when current performance was running at an average of two days for both. The Chief Operating Officer explained that exceptional performance in this area was often discussed, and cautioned that there may well be heavier demand on

these services over time, due to increases in living costs, noting that this would likely increase the time it took to process individual cases.

The Panel considered the performance relating to sickness rates, where the average taking of sick leave in the year was higher at the Council than the national average in the private sector. A Panel member asked what happened regarding illness amongst home-working staff, and whether those officers took sick leave and if it was shown in the figures given. Another member asked whether the higher level of sick leave taken at the Council was due to the significant strain and stresses encountered by officers in Neighbourhood Services, and primarily waste collection operatives. It was suggested by the Panel that it would help to show the situation if a separate sickness KPI were to be recorded for Neighbourhood Services sickness levels alone. The Chief Operating Officer confirmed that the levels in Neighbourhood Services were what caused the higher sickness level overall. The rest of the Council's average for sick leave was 5 days per year per employee. It was a Council priority to examine and improve conditions for the affected officers in waste collection, using the Waste Strategy to drive improvements to their wellbeing. The physical call on collection officers was emphasised. The Leader of the Council suggested that the Panel might wish to examine this issue in greater depth at one of its future meetings, offering to first share information and a briefing note on the situation.

The target for 'social value in procurement' was raised, with a Panel member asking to what this related, and how it was measured. The Chief Operating Officer explained that social value included things such as number of additional staff employed locally by contractors, or numbers of additional apprenticeships as a result of Council decisions or contracts awarded. It was not about seeking contractors to do more work than was being contracted for.

The Chairman noted that Panel members seemed generally encouraged by the KPI targets set out, but wanted more details. It was seen that new targets were mostly improving on previous targets, but concern had been expressed where the new targets were below the current performance in those areas.

A Panel member stated that private sector organisation waste management achieved recycling rates of 90% or more and asked what was needed to improve the Council's performance, suggesting that the setting of stretch targets would help, along with scrutiny as to why targets were not hit, where this occurs. The Leader of the Council argued that the Council was doing well, but had further improvement to go, and that Government sets expectation and then discusses with Councils about what resources are required. The Chief Operating Officer welcomed elected members' involvement with the creation of a new Waste Strategy.

The Panel held further debate about the importance of benchmarking and other comparisons. The Portfolio Holder for Economy, Transformation and Performance stated that the Council was working towards this, ensuring that it was comparing 'like with like', benchmarking against similar authorities. This showed that the Council's performance on recycling was well above that of comparable authorities. More data on this would be added to the KPI targets. A Panel member urged for benchmarking to be carried out using comparisons with well-performing local authorities, not just those located nearby.

RECOMMENDED to CABINET that:

- a) Noting the Council's policy of continuous improvement in its services, the Council's performance targets should be set by Cabinet so as to take performance in an upward direction, unless there are exceptional circumstances to justify diverging from this approach;
- b) The proposed range of performance targets be adopted as being a reasonable way of measuring progress on the Council's new Strategic Plan

411 Work Programme 2023-24

The Work Programme was discussed, and Owen Howell, Democratic Services Officer, explained the approach being taken to scheduling portfolio holder briefings. The Panel discussed whether to maintain an annual review of the performance of Colchester Borough Homes. The Panel noted that the Governance and Audit Committee scrutinised CBH and decided that the annual review of the company could be removed from the Panel's work programme.

The Panel discussed how it wished to scrutinise the work of the arts organisations receiving Council funding. Previous scrutiny sessions had seen entertaining presentations given, but some members wanted to receive more 'nuts and bolts' information and performance data relating to the organisations. The Panel agreed that it would be happy to avoid annual scrutiny of these organisations, and to have sessions halfway through their quadrennial funding term, and at its end.

The Panel agreed that it wished to receive a report on 'Safeguarding of resident's personal data processed by the Council and/or its contractors' at the earliest opportunity, at its next meeting, on 4 July 2023

RESOLVED that the work programme 2023-24 be approved, subject to the following amendments: -

- a) Addition of an item on 'Safeguarding of resident's personal data processed by the Council and/or its contractors', to be considered by Panel on 4 July 2023;
- b) Deletion of the annual review of CBH performance

Scrutiny Panel

Item
10

4 July 2023

Report of	Chief Operating Officer	Author	Cezara Cosma ☎ 01206 508404
Title	Year End April 2022 – March 2023 Performance Report Key Performance Indicators (KPI) and Other Performance News		
Wards affected	All wards		

1. Executive Summary

- 1.1 This report provides details of performance against Key Performance Indicators (KPIs) at year end point 2022 – 2023. The report also includes other performance news.

2. Action Required

- 2.1 To review performance against Key Performance Indicators and, where Key Performance Indicators have not been met, 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 6 September 2023.

3. Reason for Scrutiny

- 3.1 To review year end performance for 2022 – 2023 and ensure robust performance management of key Council services.

4. Background Information

- 4.1 The Council has agreed key performance indicators 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.
- 4.2 The report at Appendix A features an improved graphical presentation of year-to-date performance, previous year performance and targets.
- 4.3 At the year end point for April 2022 – March 2023, the overall position is that 8 targets were achieved (or 'green'), and 5 did not meet the target in full ('red').
- 4.4 Of the eight KPIs that have been achieved ('green' KPI's), it is worth noting that some have been exceeded. These are:
- K1B1 Housing Benefit and Local Council Tax Scheme
 - K1H2 Affordable Homes Provided
 - K1H4 Rent Collected
 - K1P1 Processing of Planning Applications
 - K1W3 Percentage of Waste Collections Made
- 4.5 **Housing Benefit and Local Council Tax Scheme.** Residents are receiving benefits after an average of two days processing time, one of the lowest processing times in the country.
- 4.6 **Affordable Homes Provided.** Despite completions being adversely affected by the pandemic lockdowns, delivery has steadily increased as the market has settled and Covid restrictions reduced. Delivery via Section 106 agreements through Registered providers, First Homes, and internal acquisitions programme and new build have resulted in this three-year target being exceeded at the end of the period.
- 4.7 **Rent Collected.** Despite the effects of the Covid pandemic and Cost of Living crisis, the rent collection target is achieved with low level of eviction.
- 4.8 **Processing of Planning Applications.** The team achieved a consistently high level of decision making and targets for processing all types of Planning applications have been exceeded.
- 4.9 **Percentage of Waste Collections Made.** Significant investment has been made in behavioural change of the Recycling and Waste crews resulting in this target being achieved for 2022-2023.
- 4.10 Targets have not been met for five indicators ('red' KPIs) due to a range of impacts. These are:
- K1H1 Net Additional Homes Provided
 - K1H3 Number of households in temporary accommodation per 1,000 households
 - K1R3 Sickness
 - K1W1 Residual Household Waste per household

- K1W2 Household Waste recycled, reused and composted

- 4.11 **Net additional homes provided.** The 2022/23 forecast housing delivery is in the region of 880 dwellings this year. The delivery figure has fallen short largely as a result of delay in the expected delivery of a large site at the University of Essex. These units (548) are now on track to be completed in August 2023 and will significantly boost overall delivery in 2023/24. Annual delivery is also expected to pick up significantly with more large sites starting to deliver at full capacity. This will ensure the Council can continue to demonstrate a deliverable supply of housing over the 5 year period 2023/24 to 2026/27.
- 4.12 **Number of households in temporary accommodation per 1,000 households.** There is a lack of affordable housing supply both in the social and private rented housing sectors leading to an increase in the number of households being housed in temporary accommodation. We continue to work with the private sector to encourage landlords to work with us, however, this is becoming increasingly challenging with a very competitive market where demand is outstripping supply and some landlords choosing to sell properties following mortgage interest rate rises in recent months.
- 4.13 Whilst the Council's housebuilding and acquisitions programmes continue to bring additional homes into the housing stock, these initiatives are not able to keep pace with the current needs to house homeless families and we continue to explore alternative affordable housing supply with partners and stakeholders. This service area is under considerable pressure and having to increase the use of bed and breakfast accommodation as temporary accommodation – all efforts are directed at minimising this usage and where possible prevent homelessness occurring in the first place.
- 4.14 **Sickness.** The sickness rate is still higher than the KPI target but we have seen the figures start to reduce during the year. After peaking in May 2022, the sickness rate has reduced for 12 consecutive months and is at its lowest rate since October 2021 standing at 8.7 days per employee. This is in the main due to the positive impact of a new sickness absence policy which involves action from managers more quickly. Further efforts will be made to continue to drive sickness levels down across the organisation.

The report at Appendix B features sickness rates for 2022-2023 broken down by service areas. This shows that if the front-line Environmental Services were excluded the KPI target would have been met. A significant proportion of the sickness in these services arises from the physical requirements of the Waste Collection system used.

- 4.15 **Residual household waste per household.** There has been a significant reduction in the amount of waste being produced by residents from 378 Kg to 353.80 Kg per household at Period 12 versus the previous year, following our ongoing campaign to enforce the limit on collections to 3 black bags or one 180 litre wheeled bin. This represents a 6.84% reduction in residual waste over last years performance. Although performance is below the current stretching target, performance is well above that of other councils. The data available shows we collected 34.38 Kg less waste per household than similar councils.
- 4.16 **Recycling.** Performance has been impacted by both the exceptionally dry weather in June, July and August which reduced garden waste volumes. However, overall the level of recycling dropped by only 0.21% against last years performance. Performance is well above that of other comparable councils. In 2021-2022 our recycling rates were 11.46% higher than other similar councils.

4.17 In addition to the performance described above, the Council has again received numerous awards and accreditations, and these are highlighted at the end of Appendix C.

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 There are no references to the 2020 – 2023 Strategic Plan.

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.

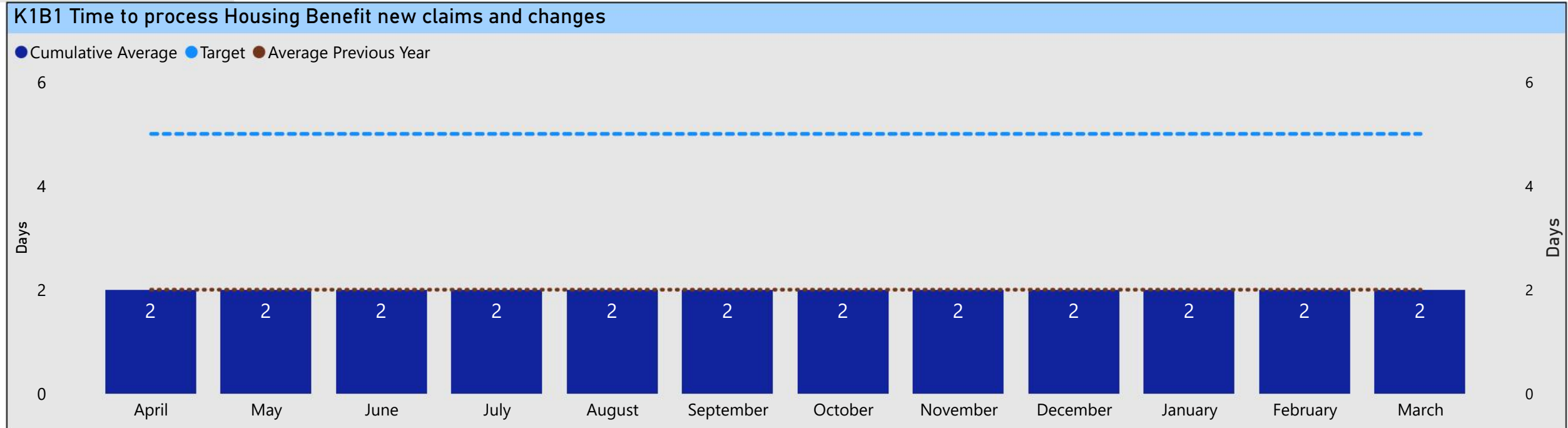
Appendices

A. [KPI Year End Report covering April 2022 – March 2023](#)

- B. [Sickness Rates Report by Service covering April 2022 – March 2023](#)
- C. [Awards and Other Performance News covering April 2022 – March 2023](#)

Corporate Key Performance Indicators April 2022 - March 2023

- K1B1 Housing Benefit →
- K1B1 LCTS →
- K1H1 Additional Homes →
- K1H2 Affordable Homes →
- K1H3 Homelessness →
- K1H4 Rent Collected →
- K1H5 Re-lets →
- K1P1 Planning Apps (Majors) →
- K1P1 Planning Apps (Minors) →
- K1P1 Planning Apps (Others) →
- K1R1 Council Tax →
- K1R2 NNDR →
- K1R3 Sickness →
- K1W1 Residual Waste →
- K1W2 Recycled Waste →
- K1W3 % of Scheduled Collections Made →



Cumulative Average against Target

2 ✓
 Target: 5
 March

Supporting Narrative

The team continue to assess claims as quickly as possible, achieving some of the lowest processing times in the country.

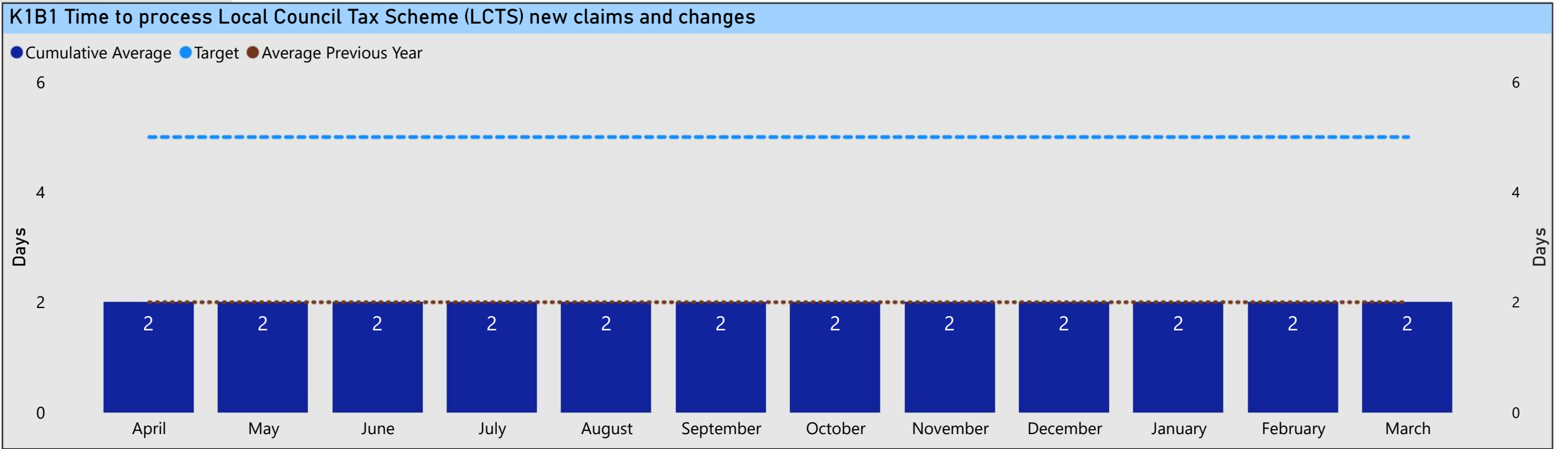
2023-2024 Target

4 days

- 2017-2018
- 2018-2019
- 2019-2020
- 2020-2021
- 2021-2022
- 2022-2023**

- April
- May
- June
- July
- August
- September
- October
- November
- December
- January
- February
- March**

K1B1 Time to process Local Council Tax Scheme (LCTS) new claims and changes



Cumulative Average against Target

2 ✓
Target: 5
March

Supporting Narrative

The team continue to assess claims as quickly as possible, achieving some of the lowest processing times in the country.

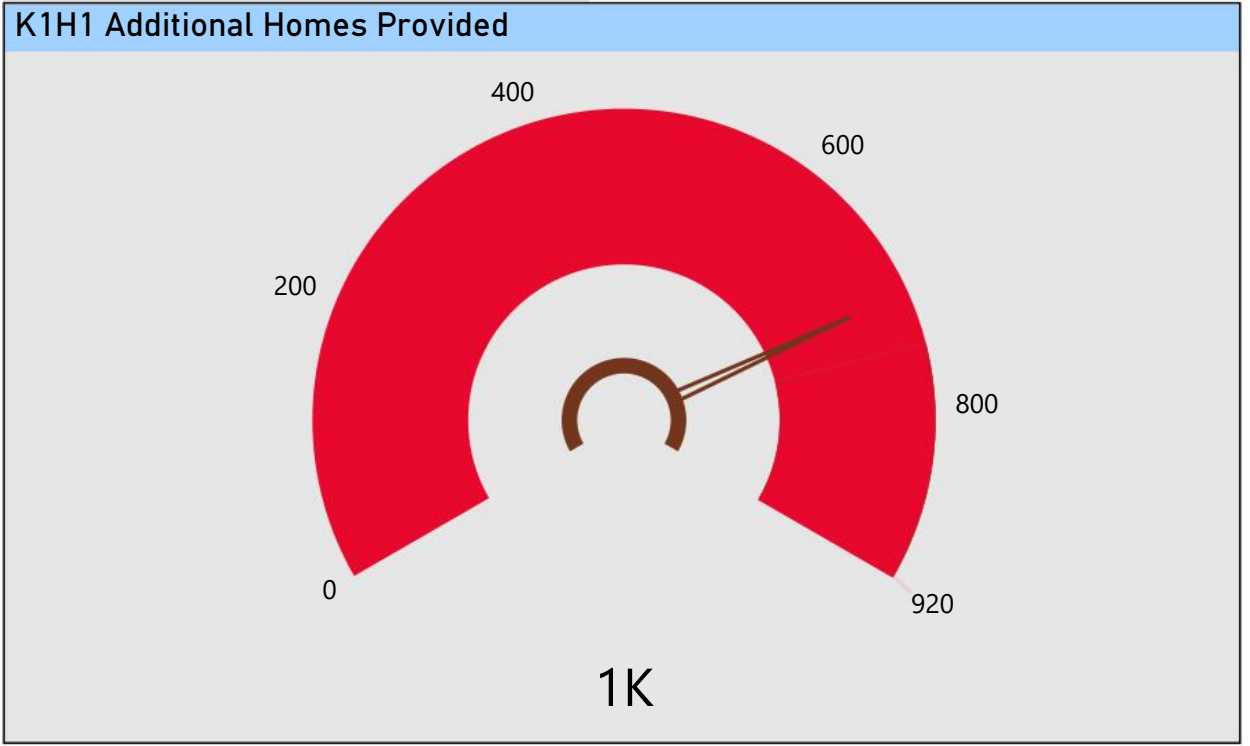
2023-2024 Target

5 days

- 2015-2016
- 2016-2017
- 2017-2018
- 2018-2019
- 2019-2020
- 2020-2021
- 2021-2022
- 2022-2023**
- 2023-2024
- 2024-2025
- 2025-2026

- June
- September
- December
- March**

K1H1 Additional Homes Provided



Actual towards Target

711!

Indicative Target: 920
March

Supporting Narrative

The 2022/23 housing trajectory forecast delivery in the region of 880 dwellings this year. The delivery figure has fallen short largely as a result of delay in the expected delivery of a large site at the University of Essex. These units (548) are now on track to be completed in August 2023 and will significantly boost overall delivery in 2023/24. Annual delivery is also expected to pick up significantly with more large sites starting to deliver at full capacity. This will ensure the Council can continue to demonstrate a deliverable supply of housing over the 5 year period 2023/24 to 2026/27.

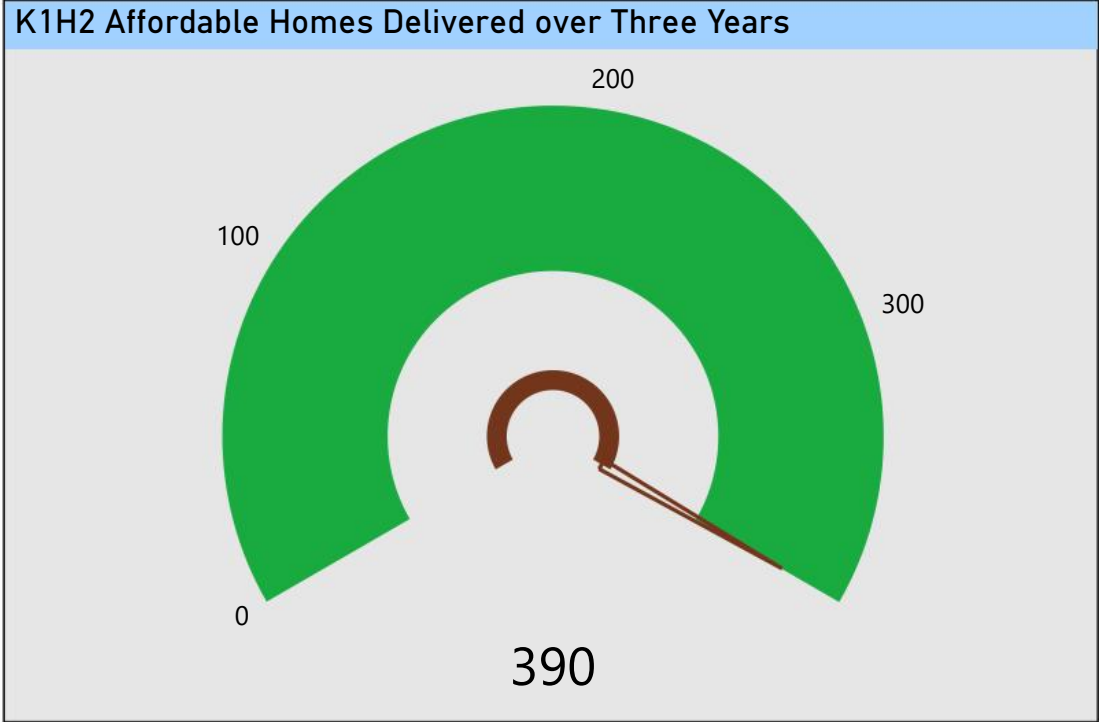
2023-2024 Target

920 homes

- 2015-2016
- 2016-2017
- 2017-2018
- 2018-2019
- 2019-2020
- 2020-2021
- 2021-2022
- 2022-2023**
- 2023-2024

- June
- September
- December
- March**

K1H2 Affordable Homes Delivered over Three Years



Actual against Year Two Target

390 ✓
 Indicative Target: 380
 March

Supporting Narrative

Despite completions being adversely affected by the pandemic lockdowns, delivery has steadily increased as the market has settled and Covid restrictions reduced. Delivery via Section 106 agreements through Registered providers, First Homes, and CBC internal acquisitions programme and new build have resulted in this three-year target being exceeded at the end of the period.

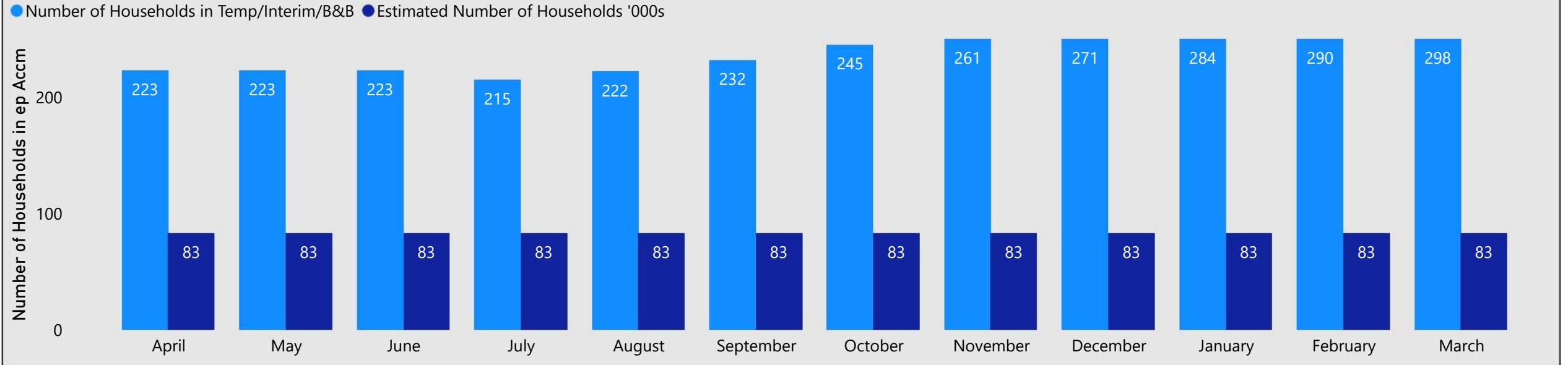
2023-2026 Target

380 homes over three years 2023-2026

K1H3 Number of households in temporary accommodation per 1,000 households



K1H3 Number of households in temporary accommodation per 1,000 households



Actual against Target

3.59!
Target: 2.90
March

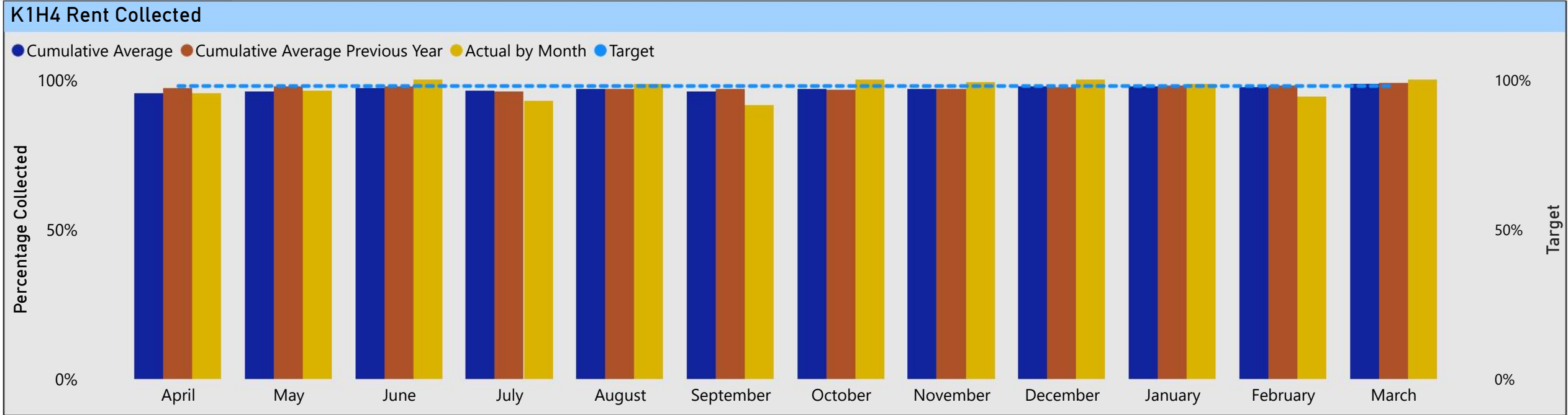
Supporting Narrative

There is a lack of affordable supply both in the social and private rented housing sectors leading to an increase in the number of households being housed in temporary accommodation. We continue to work with the private sector to encourage landlords to work with us, however, this is becoming increasingly challenging with a very competitive market where demand is outstripping supply and some landlords choosing to sell properties following mortgage interest rate rises in recent months. Whilst the Council's housebuilding and acquisitions programmes continue to bring additional homes into the housing stock these initiatives are not able to keep pace with the current needs to house homeless families and we continue to explore alternative affordable supply with partners and stakeholders. This service area is under considerable pressure and having to increase the use of bed and breakfast accommodation as temporary accommodation – all efforts are directed at minimising this usage and where possible prevent homelessness occurring in the first place.

2023-2024 Target

3.0 households per 1,000 of the population

K1H4 Rent Collected



Cumulative against Target

98.70% ✓
 Target: 98%
 March

Supporting Narrative

Rent collection target achieved with low level of eviction. A small number of tenants still have high levels of debt which they accrued during Covid pandemic and the resulting Cost of living crisis. A high proportion of rent arrears is now owed by those tenants claiming Universal Credit.

2023-2024 Target

98%

- 2017-2018
- 2018-2019
- 2019-2020
- 2020-2021
- 2021-2022
- 2022-2023

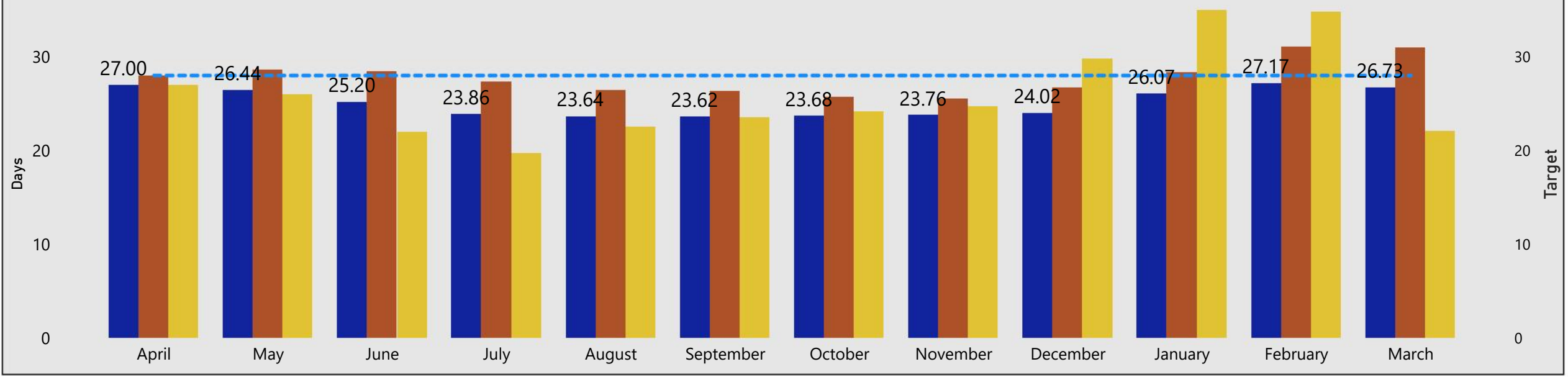
- April
- May
- June
- July
- August
- September
- October
- November
- December
- January
- February
- March

K1H5 Average time to re-let Council Homes



K1H5 Average time to re-let Council Homes

● Cumulative for Year ● Cumulative Previous Year ● Actual by Month ● Target



Cumulative against Target

26.73 ✓
Target: 28
March

Supporting Narrative

Good year end performance achieved. An additional contractor was used to support the service through contract change period at year end. There continues to be issues with delays to clear properties and supply issues with key components.

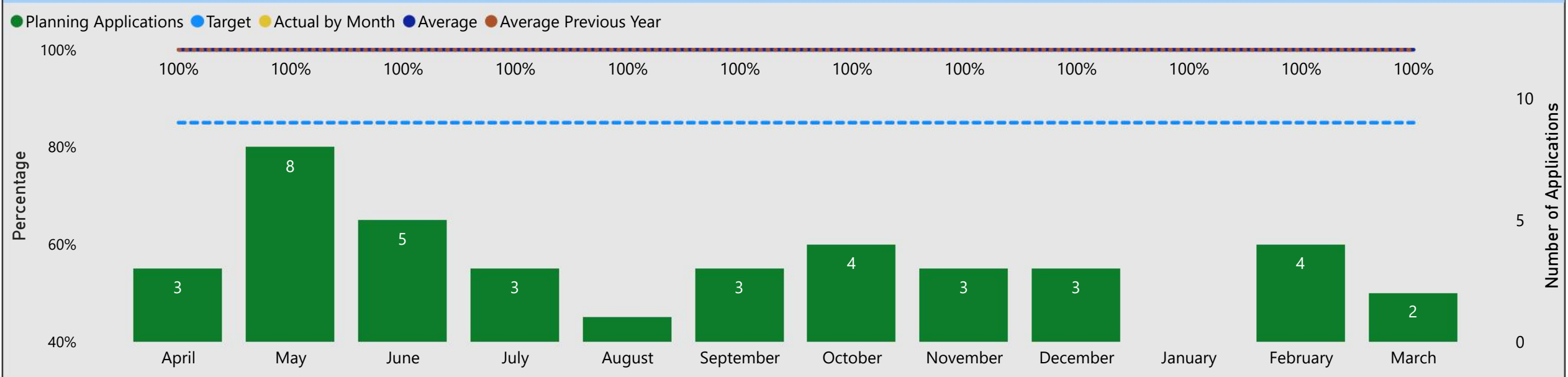
2023-2024 Target

For 2023-2024 this indicator will be monitored at service level.

K1P1 Processing of Major Planning Applications



K1P1 Processing of Planning Applications - Majors



Average against Target

100% ✓
 Target: 85%
 March

Supporting Narrative

The team achieved a consistently high level of decision making for major applications, 37 major applications were determined during this period, performance remains high and targets have been met.

2023-2024 Target

For 2023-2024 this indicator will be monitored at service level.

2017-2018 2018-2019

2019-2020 2020-2021

2021-2022 2022-2023

April

May

June

July

August

September

October

November

December

January

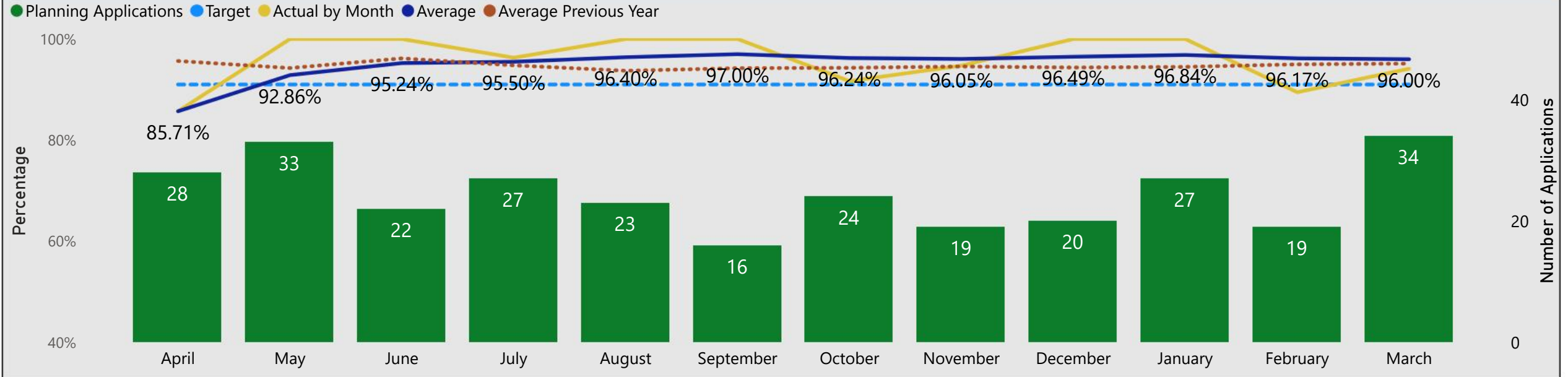
February

March

K1P1 Processing of Minors Planning Applications



K1P1 Processing of Planning Applications - Minors



Average against Target

96.00% ✓

Target: 91%
March

Supporting Narrative

The team achieved a consistently high level of decision making for minor applications. 295 minor applications were determined during this period, in a category that includes applications up to 10 new dwellings, commercial development of up to 1,000 square metres, or sites with areas of up to 1 hectare. Performance has been strong and targets have been met.

2023-2024 Target

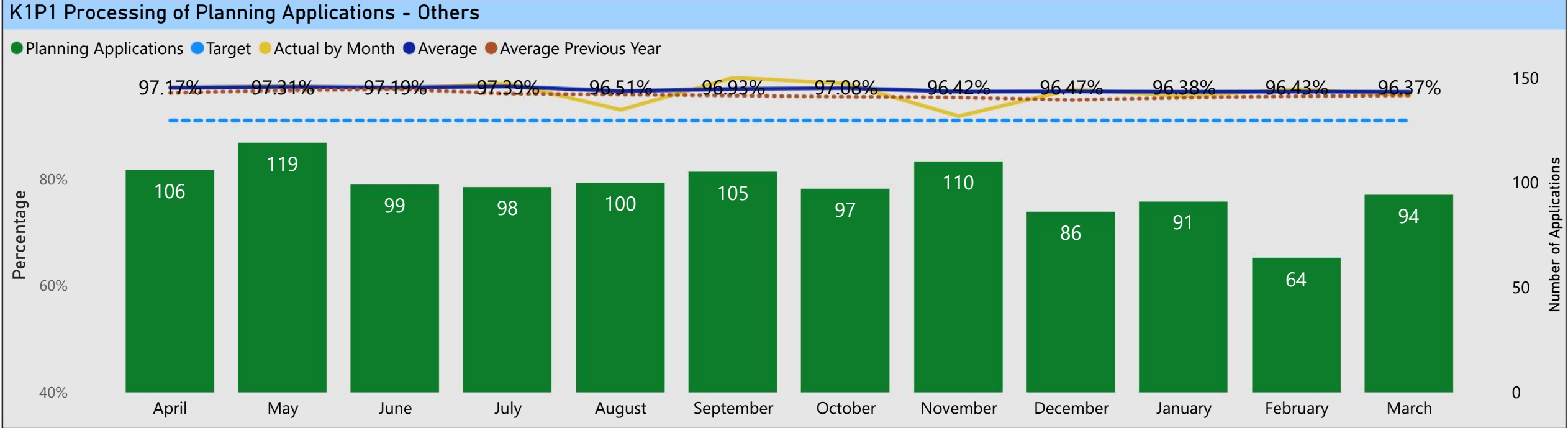
For 2023-2024 this indicator will be monitored at service level.

- 2017-2018
- 2018-2019
- 2019-2020
- 2020-2021
- 2021-2022
- 2022-2023
- 2023-2024

April May June July August September October November December January February **March**

K1P1 Processing of Other Planning Applications

← → ↺



Average against Target

96.37% ✓
Target: 91%
March

Supporting Narrative

The team achieved a consistently high level of decision making for “other” planning applications, with over 1169 applications determined during this period. The category includes applications for householder extensions, changes of use, adverts and lawful development certificates. This category saw the highest number of applications and forms the bulk of the planning work. Performance has been good and targets have been met.

2023-2024 Target

For 2023-2024 this indicator will be monitored at service level.

- 2017-2018
- 2018-2019
- 2019-2020
- 2020-2021
- 2021-2022
- 2022-2023
- 2023-2024

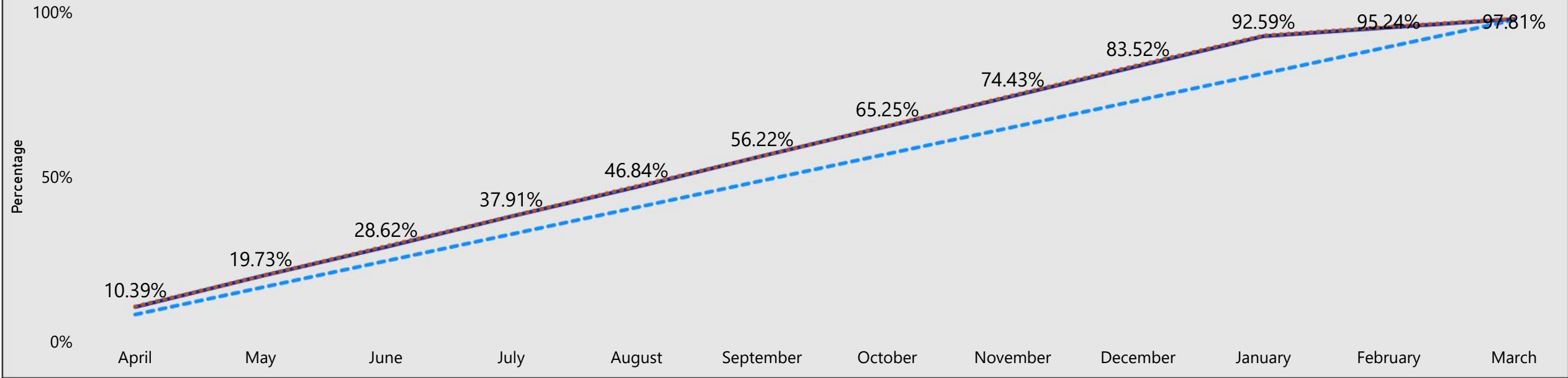
April May June July August September October November December January February **March**

K1R1 Council Tax Collected

← → ↺

K1R1 Council Tax Collected

● Indicative Path ● Actual ● Actual Previous Year



Actual against Year End Target

97.81% ✓

Indicative Path: 97.50%
March

Supporting Narrative

Collection has exceeded target despite a number of pressures, including the cost of living crisis. The team have worked hard to support customers who are struggling financially, whilst maintaining a strong focus on collection. We benchmarked with similar councils and our performance is higher. In 2021-2022 (this is the latest complete set of data) the percentage of Council Tax we collected is 97.92% compared to 97.09% collected by other councils.

2023-2024 Target

97.65%

2017-2018 2018-2019

2019-2020 2020-2021

2021-2022 2022-2023

April

May

June

July

August

September

October

November

December

January

February

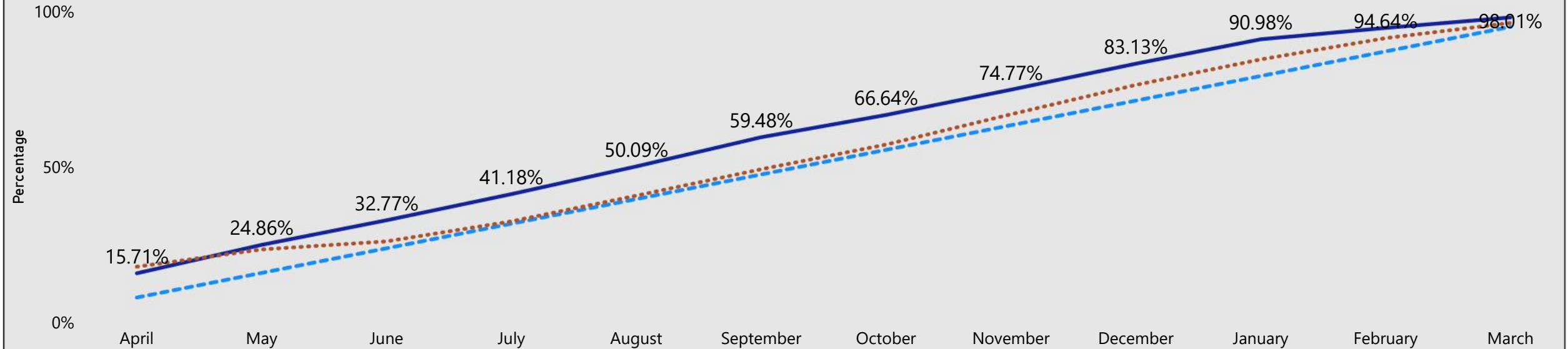
March

K1R2 Business Rates (NNDR) Collected



K1R2 Business Rated (NNDR) Collected

● Indicative Path ● Actual ● Actual Previous Year



Actual against Year End Target

98.01% ✓

Indicative Path: 95.00%
March

Supporting Narrative

Collection has exceeded target and is now up to pre-covid levels. The team work well with local businesses, supporting them to pay rates on time and negotiating payment arrangements where they are struggling.

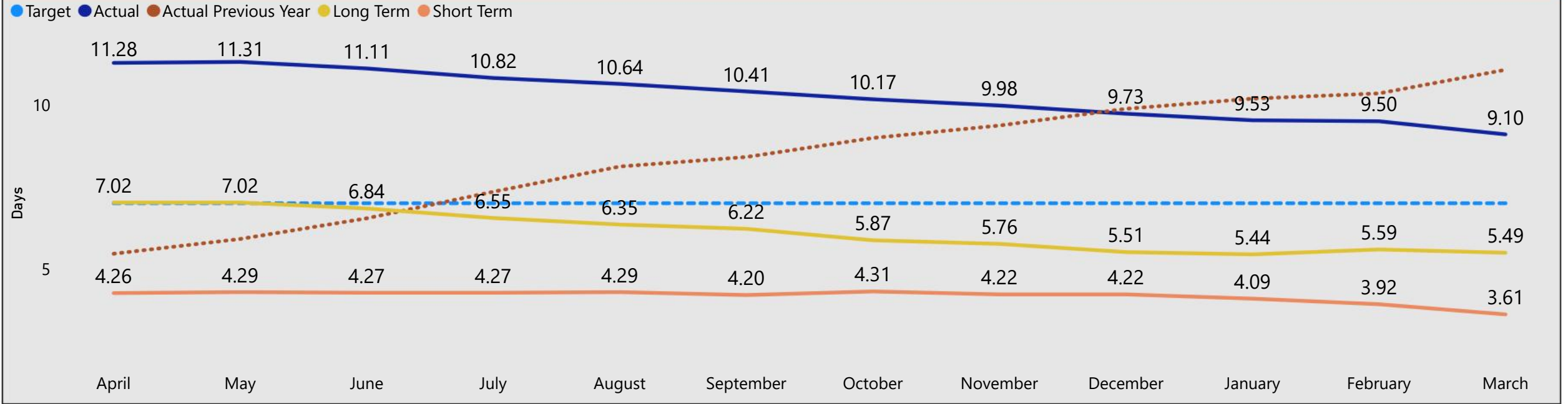
2023-2024 Target

98%

K1R3 Sickness Rates in Days



K1R3 Sickness Rates (Rolling Figures)



Actual against Target

9.10!
 Target: 7
 March

Supporting Narrative

The sickness rate is still higher than the KPI target but we have seen the figures start to reduce during the year. After peaking in May 2022, the sickness rate has reduced for 12 consecutive months and is at its lowest rate since October 2021 standing at 8.7 days per employee. This is in the main due to the positive impact of a new sickness absence policy which involves action from managers more quickly. Further efforts will be made to continue to drive sickness levels down across the organisation. A separate report is available featuring sickness rates for 2022-2023 broken down by service areas. This shows that if the front-line Environmental Services were excluded the KPI target would have been met. A significant proportion of the sickness in these services arises from the physical requirements of the Waste Collection system used.

2023-2024 Target

8 days

- 2017-2018
- 2018-2019
- 2019-2020
- 2020-2021
- 2021-2022
- 2022-2023

- April
- May
- June
- July
- August
- September
- October
- November
- December
- January
- February
- March

K1W1 Residual Waste (Rapid)



K1W1 Residual Household Waste per Household

● Indicative Path ● Rapid Cumulative Actual ● Rapid Cumulative Actual Previous Year



Actual against Target

353.80!

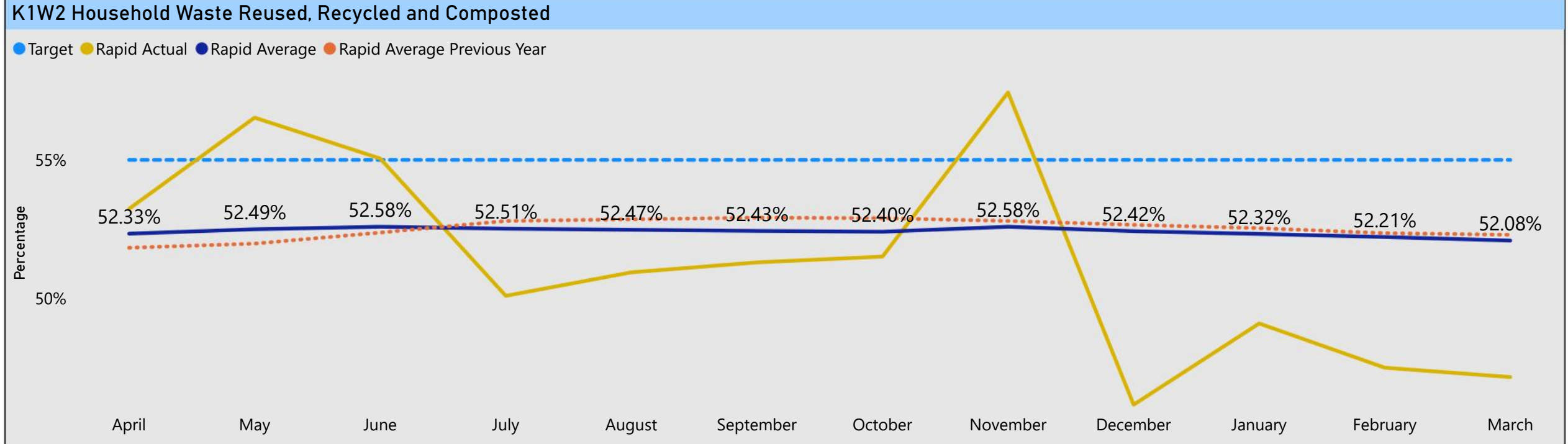
Indicative Path to date: 346.00
March

Supporting Narrative

There has been a significant reduction in the amount of waste being produced by residents from 378 Kg to 353.80 Kg per household at Period 12 versus the previous year, following our ongoing campaign to enforce the limit on collections to 3 black bags or one 180 litre wheeled bin. This represents a 6.84% reduction in residual waste over last year's performance. Although performance is below the current stretching target, performance is well above that of other councils. The data available shows we collected 34.38 Kg less waste per household than similar councils.

2023-2024 Target

354 Kg



Average against Target

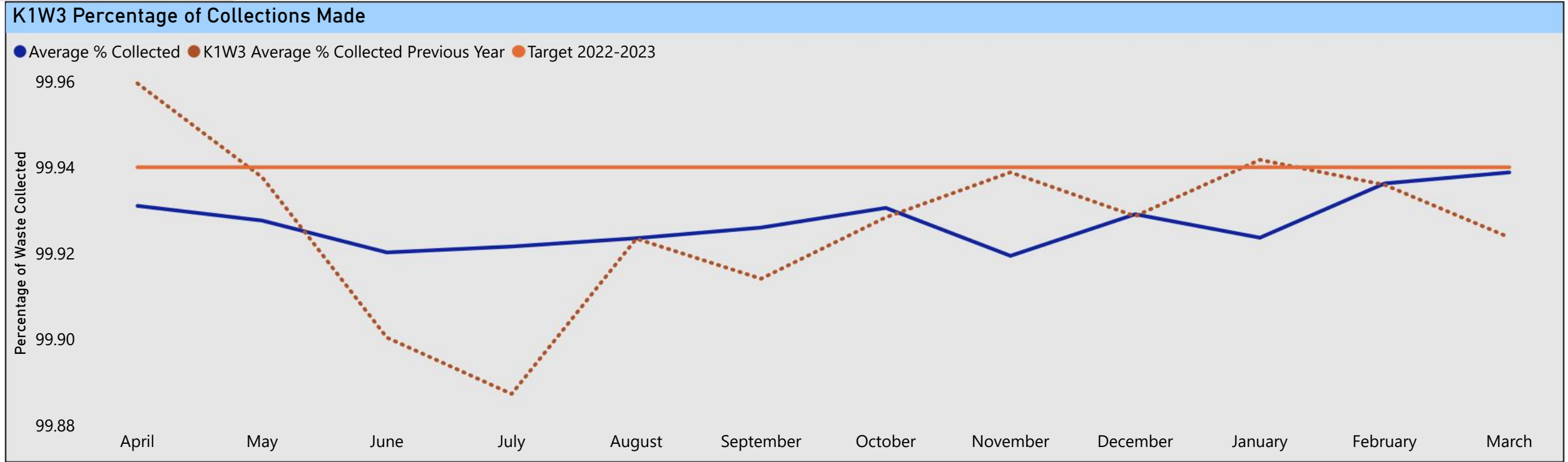
52.08%
 Target: 55%
 March

Supporting Narrative

Performance has been impacted by both the exceptionally dry weather in June, July and August which reduced garden waste volumes. However, overall the level of recycling dropped by only 0.21% against last years performance. Performance is well above that of other comparable councils. In 2021-2022 our recycling rates were 11.46% higher than other similar councils.

2023-2024 Target

53%



Average against Target

99.94!
 Target: 99.94
 March

Supporting Narrative

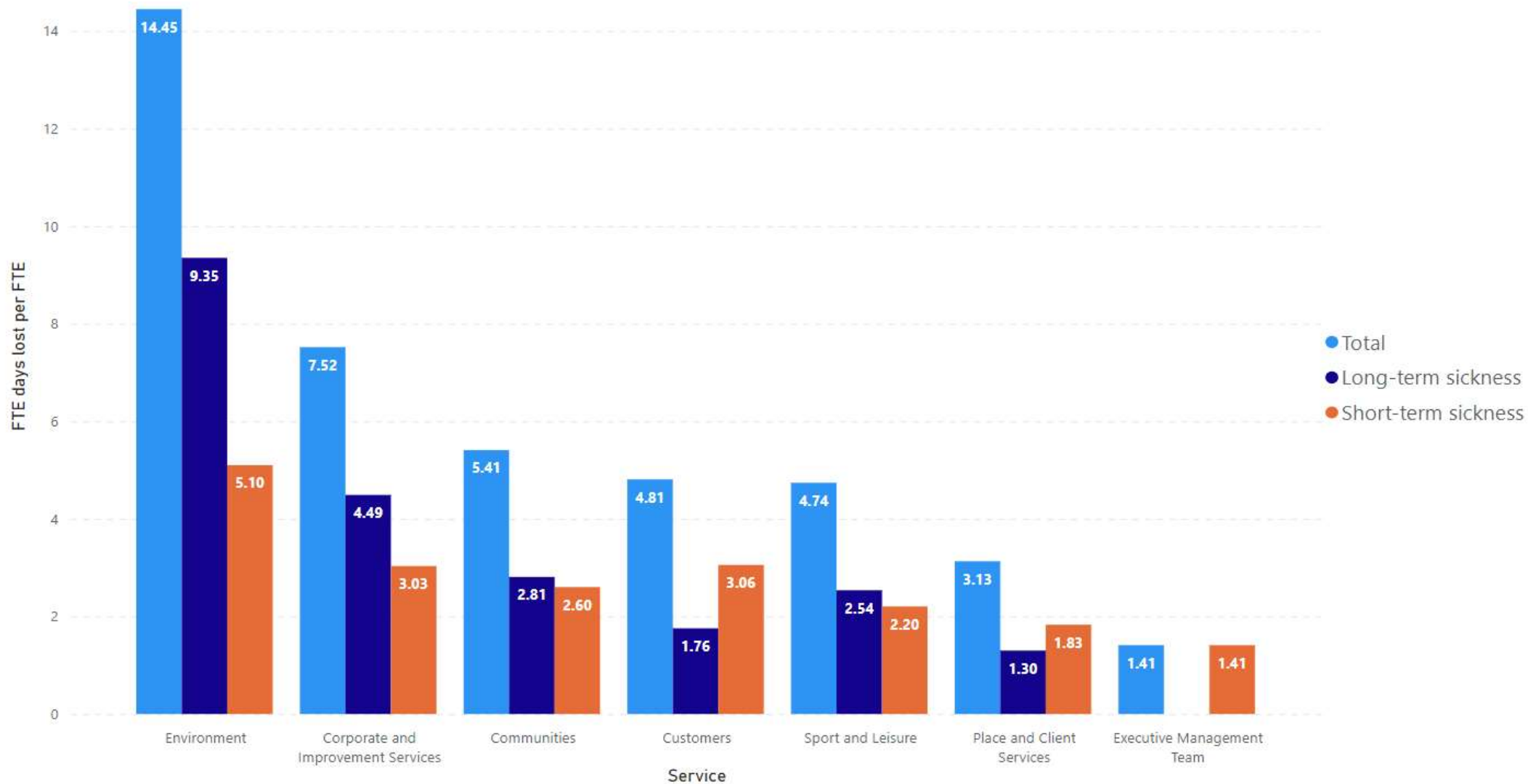
The K1 W3 Performance has out turned at 99.94% which is target. Significant investment has been made in behavioural change of the Recycling and Waste crews.

2023-2024 Target

For 2023-2024 this indicator will be monitored at service level.

Sickness Rates Report by Service covering 2022-2023

Across the Council the Full Time Equivalent (FTE) days lost per Full Time Equivalent in 2022-23 was 9.1 days. In all services the figure was lower than this, except for Environment which was at 14.45 days. The chart below compares sickness levels by service.



The main reason for this difference is due to long-term absence levels. The days lost per full time equivalent due to long-term absence in Environment was more than twice that of any other service.

The main drivers for sickness in Environment are mental health related absences and absence due to musculoskeletal or back problems or injuries or fractures.

The absence relating to musculoskeletal, back problems, injuries or fractures is significantly higher in Environment due to the more physical, manual nature of many of the roles in this service, which puts more strain on bodies and leads to more injuries, or means that where there is a musculoskeletal or back problem the member of staff cannot perform their duties.

Over 70% of the absence due to musculoskeletal or back problems or injuries or fractures within the Council occurs within the Environment service.

The nature of these types of injuries, as well as mental health issues, can often take longer to recover from or get treatment for, which leads to longer periods of absence compared to other services.

In Environment the average number of days lost per absence (8.32 working days lost per absence) was 57% greater than the rest of the Council (5.30 days days lost per absence).

The tables below show the top 10 reasons for sickness in Environment compared to the total figures across the Council (including Environment):

Top 10 reasons for sickness - Environment

Absence Reason	Working Days Lost
Mental Health - Non Work Related Stress	615
Injury/Fracture	599
Musculoskeletal - Other	568
Mental Health - Anxiety/depression/other psychiatric illnesses	349
Back Problems	345
Chest/Covid/Respiratory	319
Benign & Malignant Tumours - Cancers	281
Gastrointestinal	269
Cold/Cough/Flu	204
Mental Health - Work Related Stress	167

Top 10 reasons for sickness - Colchester City Council

Absence Reason	Working Days Lost
Mental Health - Anxiety/depression/other psychiatric illnesses	1086
Injury/Fracture	942
Musculoskeletal - Other	713
Mental Health - Non Work Related Stress	665
Chest/Covid/Respiratory	620
Cold/Cough/Flu	605
Gastrointestinal	483
Back Problems	461
Benign & Malignant Tumours - Cancers	293
Covid19 - Long Covid	243

Other performance news

- **Awards and accreditations**

The highlights are summarised here and are also shown on www.colchester.gov.uk in the [achievements](#) section

Achieved April 2022 to March 2023 – Year Report	
National RTPI awards for planning excellence winners 2022	Karen Syrett, the Council’s lead officer for planning and place strategy, was awarded the Head Planner of the Year Award . Beth Jones, Principal Planning Officer, was a finalist in the Young Planner category. These are the most established and respected awards in the UK planning industry. Running for over 40 years, they celebrate exceptional examples of planning and the contribution planners make to society. December 2022
East of England Local Government Association - Senior Leadership Challenge	This aimed to give aspiring leaders the skills to support their councils to better serve their communities. It involved a Council team competing against teams from other local authorities. Our team won the ‘Best Collaborators’ award. As winners they now have the opportunity of taking part in a development session with the East of England Local Government Association, with a focus on stakeholder engagement. November 2022
Colchester tops the league for Covid business support	The Council was named as the top-performing local authority in Essex for getting urgent financial support to businesses hit by the coronavirus pandemic. November 2022
Quest - UK quality scheme for sport and leisure	Colchester Sports Park is now a Quest Accredited Site , with the full report highlighting the facilities as “Very Good”. 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. It is the industry’s recognised barometer of success. October 2022
British Parking Awards	The North Essex Parking Partnership (NEPP) were finalists in five categories. The ‘ Rising Star ’ award went to Jake England, Group Operating Manager, Environment. This award shines a spotlight on the rising stars of parking, in recognition of the person “who has consistently made an outstanding contribution to their team and the wider parking sector”. October 2022
Park Mark awards and Park Mark Plus - British Parking Association (BPA)	All 20 CBC-owned car parks across Colchester borough have retained national Park Mark awards for their safety, accessibility and quality management for the fourteenth consecutive year. In 2020, the Council’s Priory Street Car Park was only the second car park in the country to receive Park Mark Plus status, and it has retained this elite award in 2022. The award recognises only the highest-quality car parks, and assesses a range of criteria, including services, operations, design and build. To qualify for the award, car parks must already have the BPA’s Park Mark award and meet the Disability Parking Accreditation criteria. September 2022

Fantastic for Families Awards and the Museums and Heritage Awards	Colchester and Ipswich Museums were shortlisted in both the 'Partnership of the Year' category of the Museums and Heritage Awards and by Fantastic for Families . This is for the Creating Joy at the Jobcentre project when Ipswich Museum created five days of arts, crafts and play at Ipswich Job Centre Plus. September 2022
Fields in Trust - UK's favourite parks	Colchester Castle Park and High Woods Country Park were voted 'East of England Local Favourites'. The public nominated 364 parks for UK's Favourite Parks 2022 and cast over 30,000 votes for local green spaces close to their hearts. Those parks finishing in the top 20% of the public vote achieved 'Local Favourite' status, reflecting the love shown for them by their local communities. August 2022
Working towards becoming a Dementia Friendly Community status	The Council has been recognised for its continuing efforts to raise awareness of dementia among staff and residents. The Council, which is a member of the Colchester Dementia Action Alliance (CDAA), has been accredited and awarded ' Working towards becoming a Dementia Friendly Community ' status. August 2022
Green Flag Awards	Castle Park, High Woods Country Park and Colchester's Cemetery and Crematorium have received Green Flag Awards . Green Flags set a benchmark of standards for management and maintenance of publicly accessible urban and countryside parks, and they promote the community value of green spaces. As well as receiving its twentieth Green Flag award, Castle Park has also once again been awarded Green Heritage Site status, which recognises its work to promote its historic surroundings. July 2022
East of England RTPI 2022 – Head Planner of the Year	Karen Syrett, the Council's lead planning officer, was presented with the Head Planner of the Year award at the East of England RTPI awards and goes through to the national finals in November. The prestigious awards celebrate outstanding plans, projects and people that demonstrate the power of planning – highlighting exceptional examples of how planning and planners have a positive impact on people's quality of life in creating exceptional places and protecting the environment. July 2022
Colchester named England's most recycling conscious town	Food waste disposer supplier, InSinkErator, analysed the recycling habits of towns and cities across England, generating a 'recycling-conscious score'. Colchester also came out on top, with a recycling conscious score of 94%. June 2022
Kids in Museums	Colchester Castle was one of three venues shortlisted for ' Best Accessible Museum 2022 '. Hundreds of families across the country voted for their favourite heritage attraction. A panel of museum experts, children and young people then whittled down the nominations to this shortlist, saying "What set the venues on our shortlist apart was that they not only created an excellent visitor experience for families, but also showed a great commitment behind the scenes to respond to family feedback and improve access, especially for those who are not regular visitors". June 2022
Promoting Awareness of Civil Enforcement through Reporting (PACER) Awards	North Essex Parking Partnership won the 'best use of Design' category of the 2022 PATROL PACER Awards for their NEPP Parking Annual Report 2020-21 . The PACER awards are presented to the best parking and traffic management Annual Reports across seven categories. June 2022

LEXCEL	Legal Services have been re-accredited following the Lexcel standard's annual inspection, for the 22nd consecutive year. Lexcel is the Law Society's legal practice quality mark for excellence in legal practice management and excellence in client care. June 2022
Health and Wellbeing Awards – Colchester Gazette	Donna Hoy from Colchester Leisure World was awarded first place in the Personal Trainer category. The Activa Gym took third place in the Best Gym category. May 2022
GeoPlace Exemplar Awards	The Council has been awarded the ' Platinum Award for Address Data '. It recognises councils that have maintained Gold, which is the highest level of data quality in all of the Annual Improvement Schedule criteria. These awards recognise best practice and outstanding address data management by local authorities who have consistently maintained the highest level of data quality. Land, property, street and address information are used to connect different services across the Council – giving communities and individuals a 'property-level view' of the services available to them. May 2022
Museums and Heritage awards	Colchester + Ipswich Museums' Power of Stories exhibition won the temporary or touring exhibition of the year . Why the judges chose this winner: <i>The judges were impressed by how brilliantly the Power of Stories connected with its community. They felt it was genuinely powerful and demonstrated a clear and lasting benefit. Delivered on a budget which only just took them into this category, this block buster was extremely good value as well as being both surprising and smart.</i> CIMS won the 2022 award when other finalists included the V&A, Natural History Museum and Blenheim Palace. May 2022
EDIE Sustainability Leaders awards 2022	The Council's ' CAREless pollution ' campaign was Highly Commended in the Consumer Engagement Campaign category. The campaign was established in 2020 to tackle poor air quality in Colchester. The aim is to encourage drivers to switch off their vehicle engines when stationary, cutting pollution by up to 30%. April 2022
Councillor Development Charter	<p>This award recognises that the Council has achieved best practice in the way it provides learning and development opportunities for its elected members (councillors). The Council was first awarded Charter Status in 2011 and was reaccredited in 2015, 2018 and 2022. The accreditation lasts for a period of three years, followed by a full reassessment.</p> <p>The Charter is recognition of the Council's achievement of best practice in the way it provides learning and development opportunities for its elected members and also provides effective support to its elected members. This provides reassurance to current and potential members. It also provides a reassurance to residents that their elected representatives will be supported to enable them to undertake their roles and responsibilities effectively.</p> <p>To achieve Charter Status the Council had to demonstrate that it has met all of the following criteria:</p> <ul style="list-style-type: none"> a) There is a clear commitment to councillor development and support b) The Council has a strategic approach to councillor development

	<p>c) Learning and development is effective in building skills and knowledge.</p> <p>To meet these criteria, the Council demonstrates its commitment to supporting and developing councillors and how this is reflected in its policies and procedures. Key elements include an all-party member development group, a member development policy and strategy and formal methods of assessing member training needs. April 2022</p>
<p>Customer Service Excellence standard</p>	<p>The Council's Contact and Support team were awarded the Customer Service Excellence standard for the third year in a row, following a rigorous assessment day.</p> <p>Customer Service Excellence is a government-backed industry standard that tests in depth those areas that research has shown are a priority to customers, with a particular focus on delivery, timeliness, information, professionalism and staff attitude. Achieving the standard gives us formal recognition of our commitment to, and delivery of, customer service. This helps confirm to our residents, current and potential customers and staff both the quality of the service and the support they will receive should they contact Colchester Borough Council. February 2022</p>

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](#) section at 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.

4 July 2023

Report of	Chief Operating Officer	Author	Cezara Cosma ☎ 01206 508404
Title	Year End covering April 2022 to March 2023 Performance Report - 2020-2023 Strategic Plan Action Plan		
Wards affected	All wards		

1. Executive Summary

1.1 This report provides details of progress in delivering against the Council’s Strategic Plan for 2020-2023 at year end of 2022-2023.

2. Action Required

2.1 To confirm satisfactory delivery against the Strategic Plan Action Plan and that the Council has made satisfactory progress in meeting its strategic goals.

2.2 Where any areas of concern are identified, to make recommendations to Cabinet so these can be considered when presented on 6 September 2023.

3. Reason for Scrutiny

3.1 To ensure the Council has robust performance management of delivery against key strategic goals.

4. Background Information

- 4.1 The Council has agreed a new Strategic Plan covering 2020-2023. This report provides a review of progress against the Strategic Plan at the year end point 2022-2023.
- 4.2 Details of progress made in delivering against each aim is shown in the report at Appendix 1.
- 4.3 Some key highlights are detailed below:
- 4.4 **Tackling the climate challenge and leading sustainability** - The Colchester Woodland and Biodiversity Project continued to develop in 22/23 by continuing to plant trees in suitable areas and by focusing on the naturalisation of sites, enhancing the biodiversity further, reviewing the management regimes and continue to communicate changes to our communities.
- 4.5. **Creating safe, healthy, and active communities** - Embedding Communities Can with the system, partners and communities including training and awareness, learning from best practice, capacity building and outcomes focus, enabling an Asset Based Community Development Approach; funding is being sourced for a dedicated post to sit in C360.
- 4.6 **Delivering homes for people who need them** - Colchester's new Housing Strategy 2022-25 was developed by the Council and its partner organisations and adopted by Cabinet in July. The Strategy sets out our ambition for housing over the next 5 years including increasing the supply of affordable homes that are energy efficient.
- 4.7 **Growing a better economy so everyone benefits** - Our bid for City Status was successful and we are engaging partners to agree how to capitalise on this. Working with Essex County Council and partners to develop a Masterplan for the Town Centre is well underway with strong engagement with partners and stakeholders. We are working with the Business Improvement District to support businesses through their Leisure Recovery Strategy and on projects such as to install new gateway signage to promote use of local town centre retail.
- 4.8 **Celebrating our heritage and culture** - The Shared Prosperity Fund will also support three projects to be delivered by Creative Colchester; business support for the cultural sector and creative industries in Colchester; a new monthly cultural offer in the City Centre bridging the gap between the day and night economies and a project working with local schools to encourage young residents to pursue careers in our local cultural industries.

5. Equality, Diversity and Human Rights implications

- 5.1 Progress and improvement of these and many of the actions within the Strategic Plan Action Plan support our 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. Progress on the Council's Equality Objectives are included within the Strategic Plan Action Plan Update.

6. Strategic Plan References

6.1 The Strategic Plan Action Plan demonstrates delivery of across all the current Strategic Plan priorities.

7. Consultation

7.1 The report's contents do not have any direct implications; however, the Strategic Plan and priorities were agreed using the results of significant research and taking into account previous public consultations.

8. Publicity Considerations

8.1 The performance report contains progress in delivering key goals of the Strategic Plan Action Plan and it is important that residents and businesses are made aware of these. Many of the achievements will have been publicised during the year but the report and related information will also be published on the Performance and Improvement section of the Council's website.

9. Financial implications

9.1 All achievements detailed in the Strategic Plan Action Plan were delivered from within existing approved budgets and as such, there are no new financial implications associated with this report.

10. Health, Wellbeing and Community Safety Implications

10.1 There are actions within the Strategic Plan Action Plan which aim to improve community safety and as such this report provides progress updates in this area.

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 Tackling the Climate Challenge and leading sustainability is a key theme of the Strategic Plan and the report at appendix 1 provides details of the progress in delivering the associated goals.

Appendices

Appendix A – [Strategic Plan Action Plan Year End Report](#)

Better Colchester Strategic Plan Action Plan (SPAP) 2020 – 2023 Year End Report covering April 2022 - March 2023

Themes:

- **Tackling the climate challenge and leading sustainability (Place and Client/Environment)**
- **Creating safe, healthy, and active communities (Communities)**
- **Delivering homes for people who need them (Place and Client)**
- **Growing a better economy so everyone benefits (Place and Client)**
- **Celebrating our heritage and culture (Communities)**

- **Tackling the climate challenge and leading sustainability: (Andrew Tyrrell/Rosa Tanfield)**
- Respond to the Climate Emergency (Place and Client)
- Conserve and enhance biodiversity (Environment)
- Enable more opportunity for walking and cycling around Colchester (Place and Client)
- Strategic Priorities achievements and next steps (Environment)

Respond to the Climate Emergency (Andrew Tyrrell)

- The Council's carbon emissions have been reduced by 10.1% since 2019/20 and the current "pathway to net zero" shows a remaining gap forecast of circa 2,700 tonnes of carbon to be achieved by 2030 at present; with new works planned to reduce this to 2,500 tonnes, and further offsetting work to be explored to address this gap over coming years.
- The renewable heating and ventilation system at Rowan House was successfully installed after the Climate Change Team secured £500k of Salix grant funding for this project to replace 30-year old gas boilers, significantly reducing carbon from the building.
- The Council agreed to develop a 17.5 Hectare Solar Park and Microgrid at the Northern Gateway and has completed RIBA stage 1 and 2 feasibility/viability work, now proceeding onto the planning application stage. Meanwhile the Council has completed the

Respond to the Climate Emergency (Andrew Tyrrell)

detailed design work for the Energy Centre and Heat Network connections at the Northern Gateway ready to proceed to construction.

- Work started on a new Carbon Management Plan for 2023-2028 and seven (7) properties had Heat Decarbonisation Plans completed; to understand further carbon reduction possibilities and costing for our assets. One of these will be progressed into a funding bid in 2023/24.

Conserve and enhance biodiversity (Rosa Tanfield/Nick Christo)

- Officers have continued to develop plans to transform Cymbeline Meadow into a Nature Reserve, by replacing agricultural land and enhancing existing areas to deliver a diverse and rich mosaic of habitats across the whole site. Concept plans have been drawn up detailing areas of hedge planting, pond and wetland creation, areas of nectar rich grassland, scrubland, bird seed rich crop areas and tree planting, including areas for future coppice woodland. Officers will be working collaboratively with the current Tenant Farmer and are seeking advice and guidance from a variety of organisations such as Natural England, Essex Wildlife Trust, Woodland Trust and others.
- A funding bid to plant 125 large street trees was submitted via the Essex Woodland Partnership to the Forestry Commission in June 2022. The bid resulted in the Council being awarded grant aid of £28,375 in September 2022 and the 125 trees have now been planted at various locations around the City, many sites being suggested by ward members.
- The 16th 'Trees for Years' initiative took place between 27th February and 11th March 2023. For the second year the click and collect system was used and proved very successful. All four sites operated a drive thru system which was used by approx. 95% of customers. The average time each customer was on site was less than 5 minutes. Over the 16 events a total of 66,169 trees/shrubs have been given away across the City.

Conserve and enhance biodiversity (Rosa Tanfield/Nick Christo)

- Following many months of planning between the various stakeholders a new “Miyawaki Forest” has been planted in the grounds of the Unity Primary Academy on the Greenstead Estate. The project was sponsored by a private individual and delivered by The Conservation Volunteers aided by experts from Essex University and the Earthwatch organisation. The “Forest” is the first of its kind to be planted within a school site anywhere in the whole of Essex and will be largely maintained by the children themselves as the trees grow into maturity over the coming months and years.

Enable more opportunity for walking and cycling around Colchester (Andrew Tyrrell)

- After the Sustainable Travel Team secured an unprecedented 4th consecutive round of Defra funding in 2021-22, we have secured a unique 5th bid for an overarching project to combine the previous 4 projects and targeting increased use of sustainable, healthier travel and cleaner air quality.
- Work in 2022/23 included an innovative (Defra-funded) eCargo Bike “concierge service” implemented for the city centre Christmas shoppers to have their shopping delivered to them by bike so they could travel without needing a car and be free to spend more leisure time in the centre. To help behaviour change, the award-winning CAREless pollution and ‘No idling’ campaign was completed and demonstrated positive impacts on air pollution as we worked with schools and businesses to produce a range of signage, media and events.
- The Council awarded a contract for the first E-Car Club to Enterprise, who opened this shared electric vehicle offer in Colchester in Autumn 2022 and will now provide a growing network of electric cars available for hire use over the coming years.
- The Council has supported Tier in introducing 100 E-Hire Bikes to supplement the E-Scooters and add choice for different demographics from April 2023, whilst the Council supported ECC and Tier in extending the E-Scooter trial until May 2024 to help with over 18,500 people now subscribed, and over 8,000 regularly active riders in Colchester and more than 445,000 total rides now taken.

Enable more opportunity for walking and cycling around Colchester (Andrew Tyrrell)

- The infrastructure for sustainable travel has also been boosted by a new secure cycle hub that had leases finalised and premises prepared through 2022/23 ready to open on 29 April 2023. The secure cycle hub can be accessed easier as the Levelling Up Fund bid and Town Deal projects included a number of walking and cycling improvements alongside the Fixing the Link and Active Travel Fund 2 projects that also progressing ready to deliver the Local Cycling Walking Infrastructure Projects (LCWIP) with Essex County Council.

Strategic Priorities achievements and next steps (Rosa Tanfield)

- Worked towards the council being operationally net zero by 2030, delivering some carbon savings and with a clearer delivery plan of what may be achieved in our buildings and fleet, with the remaining offset gap needing a strategy that can start being formed.
- Continued to progress the Heat Network, Solar Park and microgrid at the Northern Gateway, which will continue to develop whilst we explore other opportunities emerging across the City.
- Improved biodiversity across all areas of the city by delivering the council's Woodland and Biodiversity Plan. This includes transforming Cymbeline Meadows into a nature reserve.
- Simplified waste and recycling services and progress towards government recycling collection targets of 70%.

• Creating safe, healthy and active communities: (Communities)

- Build on community strengths and assets (Communities)
- Tackle the causes of inequality and support our most vulnerable people (Communities)
- Provide opportunities for young people (Communities)
- Strategic Priorities achievements and next steps (Communities)

Build on community strengths and assets (Michelle Tarbun)

- Embedding Communities Can with the system, partners and communities including training and awareness, learning from best practice, capacity building and outcomes focus, enabling an Asset Based Community Development Approach, funding is being sourced for a dedicated post to sit in C360.
- Continual review, promotion and support of Community Assets already in place to maximise their benefit to our residents including maximising the S106 development contributions available to support this, including mapping warm spaces for the cost of living support
- Collaborate and influence outcomes through the Alliance Review, Neighbourhood Model / Live Well domain way of working across NEE with all system partners.
- Work with Communities to maximise and deliver community infrastructure to mitigate the impacts of development (Community S106 programme).

Tackle the causes of inequality and support our most vulnerable people (Michelle Tarbun)

- Improve the advice, support and signposting to grants to reduce the impact of increasing fuel prices and improve energy efficiency in homes
- Work to address the housing issues that exacerbate inequalities and impact on the most vulnerable, including supply, healthier homes, being able to remain in your home and tackling criminal landlords.
- Using NEE ICB funding to build capacity and improve outcomes which tackle inequalities across Colchester and Tendring
- Influence and work with partners to leverage external funding aimed at improving outcomes for those suffering from Domestic Violence & our Refugee and Asylum Seeker Communities.
- Programme of system support, advice, communications and signposting in place to assist resident with the cost of living crisis

Provide opportunities for young people (Michelle Tarbun)

- Maximising the Youth facilities and Heart of Greenstead Town Deal projects funding with other monies to provide the best youth provision possible in Colchester.
- Using the Local Delivery Pilot to invest in projects to encourage physical activity in our young people.
- Working with the Alliance partners in the Start Well domain to ensure that all young people have the best possible start in life.

Strategic Priorities achievements and next steps (Michelle Tarbun)

- Communities Can approach embedded across the System with well trained staff, supportive Members and a community led or co-produced approach that realises the potential and delivers tangible outcomes that reduce the inequalities faced by many.
- Maximising the value of significant investment made by the NEE ICB, aimed at reducing inequalities across Colchester.
- Implementing the cost of living action plan to help residents through the current cost of living crisis, both short and long term. Maximise the effectiveness of our outreach interaction with our communities and residents.
- Programme of system support, advice, communications and signposting in place to assist resident with the cost of living crisis.

Delivering homes for people who need them: (Place and Client)

- Increase the number, quality and types of homes (Place and Client)
- Prevent households from experiencing homelessness (Place and Client)
- Create new communities and adopt a new Local Plan that delivers jobs, homes and the infrastructure to meet the borough's future needs (Place and Client)
- Strategic Priorities achievements and next steps (Place and Client)

Increase the number, quality and types of homes (Andrew Tyrrell and Matt Sterling)

- The Strategic Plan target for 2020 to 2023 is to deliver 380 affordable homes (set pre Covid). By year end 2023 the number of homes delivered was 390 homes.
- During 2022-2023 a total of 172 homes were delivered including 100 with Registered Providers via S106 agreements, 42 via 100 Homes & Acquisitions, 20 Council new build and 10 First Homes (the governments' new Home Ownership product).
- Colchester's new Housing Strategy 2022-25 was developed by the Council and its partner organisations and adopted by Cabinet in July. The Strategy sets out our ambition for housing over the next 5 years including increasing the supply of affordable homes that are energy efficient.
- Military Road was completed, providing 8 new affordable homes owned by the Council and now occupied by tenants from the housing needs register.
- The "Phase 2" Garage Sites were all completed and occupied, bringing new build Council homes into benefit, whilst all 5 sites for the "Phase 3 Garage Sites" obtained planning permission to deliver more new Council-owned affordable homes in 2023/24.
- The tender of the contract to build Cross Cottages, a garage site in Boxted, was issued in order to progress into a construction phase for this site.
- The "Accessible Homes" Project was agreed, and initiated, to seek sites to deliver 10 new affordable homes specifically targeting and unmet need for fully adapted properties.
- The Council has progressed several deals, the first of which should complete in early 23/24 year, to diversify the methods in which new build social homes are provided by the Council; and is starting to explore the use of Modern Methods of Construction to help unlock sites in the existing estate.

Prevent households from experiencing homelessness (Matt Sterling)

- The Homelessness and Rough Sleeping Strategy Delivery Plan actions have been reviewed for 2022-23 and an updated Delivery Plan and Progress Report has been published.
- During 2022-23, homelessness was prevented for 209 households and 77 households were assisted into accommodation under the relief duty.
- During 2022-23, the Rough Sleeper Team provided support and assistance to 137 rough sleepers and accommodated 53, whilst 29 rough sleepers were reconnected.
- The Council secured £811,599 funding under the governments “Rough Sleeper Initiative” (RSI) for 3 years (2022-25), to continue to provide outreach, tenancy support and accommodation for rough sleepers or those at risk of sleeping rough.

Create new communities and adopt a new Local Plan that delivers jobs, homes and the infrastructure to meet the borough’s future needs (Karen Syrett)

- New Local Plan adopted, which allocates sites for housing, employment and associated infrastructure.
- Review of S106 processes undertaken to ensure infrastructure is delivered in accordance with strategic priorities.
- Infrastructure Audit commenced to inform future local plan and site allocations.
- Work progressed on Joint DPD for TCBGC. Joint Committee and Full Councils at CCC and TDC agreed to consultation and submission of the DPD for examination.

Strategic Priorities achievements and next steps (Karen Syrett)

- Local Plan adopted
- Supplementary Planning Document on Affordable Housing adopted February 2023.

- Supplementary Planning Documents being prepared on Housing Standards and Specialist Housing as well as Climate Change and Sustainability and Active Travel
- Working with ECC and EPOA on new parking standards guidance.
- Submission of Joint DPD for TCBGC to provide a framework for the development of a new community. Consultation will take place in May/June and examination expected in Autumn. Further work taking place on viability and delivery of infrastructure.
- Work with the local community to review ecology evidence and secure a country park/nature reserve at Middlewick
- Infrastructure Audit has commenced, and consultants will be commissioned to provide specialist expert advice.

Growing a better economy so everyone benefits: (Place and Client)

- Enable Economic Recovery from Covid-19 ensuring all residents benefit from growth (Place and Client)
- Work with partners to deliver a shared vision for a vibrant town (Place and Client)
- Create an environment that attracts inward investment to Colchester and help businesses to flourish (Place and Client)
- Strategic Priorities achievements and next steps (Place and Client)

Enable Economic Recovery from Covid-19 ensuring all residents benefit from growth (Matt Sterling)

- Support and grants have been provided to businesses to support them through the pandemic. As well as providing direct grants, we have worked with partners in North Essex Economic Board to jointly fund business support using Government funding.
- We are working with partners on the North Essex Economic Board to provide specialist support to businesses including on cost reduction and decarbonising.

Work with partners to deliver a shared vision for a vibrant town (Matt Sterling)

- Our bid for City Status was successful and we are engaging partners to agree how to capitalise on this
- Work with Essex County Council and partners to develop a Masterplan for the Town Centre is well underway with strong engagement with partners and stakeholders.
- We are working with the Business Improvement District to support businesses through their Leisure Recovery Strategy and on projects such as to install new gateway signage to promote use of local town centre retail.
- Government has approved all of our Town Deal business cases and so projects are starting delivery work on improved public spaces, easier transport, better digital connection, and new community facilities.

Create an environment that attracts inward investment to Colchester and help businesses to flourish (Matt Sterling)

- Our £20m bid to the Government's Levelling Up funding for the Town Centre was successful and so we are carrying out the necessary preparatory work.
- We have submitted Investment Plans for our £1.3m allocation of the Government's Shared Prosperity Fund and c£500k Rural England Prosperity Fund. We have been notified the former was successful and are waiting on the later.
- The new Economic Strategy has been adopted and we are developing actions to deliver priorities for supporting the Borough's economy and job creation, focus our Economic Development work, and respond to Strategies of partner agencies such as Essex County Council.
- We have an up-to-date Local Plan in place that allocates sufficient land and contains policies to encourage economic growth and we continue to approve of applications in line with policies to attract new businesses and allow existing firms to thrive.
- A new Asset Management Strategy was commissioned to be undertaken by CIPFA starting in April 2023; this new Strategy will focus on post-Covid growth and change policies, engaging with services and partners through May, June and July, so that we can

Create an environment that attracts inward investment to Colchester and help businesses to flourish (Matt Sterling)

adopt a new Strategy in September 2023 aiming for Council owned assets to maximise the benefits of the social, environmental and economic value of our operational, investment and surplus estate.

Strategic Priorities achievements and next steps (Matt Sterling)

- Town Deal Business Cases approved and projects starting delivery work.
- Levelling Up Funding approved, and programme mobilisation work underway with Team Colchester partners.
- Shared Prosperity Funding allocated to community projects and Rural England Prosperity Fund to be open for applications in late May,
- City Centre Masterplan drafted and consultation for Planning Policy to start in June.
- Economic Strategy Delivery Plan agreed to ensure the priorities in the Economic Strategy are achieved.

Celebrating our heritage and culture: (Communities)

- Agree and implement a new Cultural Strategy that supports our cultural assets (Communities)
- Strengthen Colchester's tourism sector and welcome more visitors each year (Communities)
- Protect, enhance and celebrate Colchester's unique heritage (Communities)
- Strategic Priorities achievements and next steps (Communities)

Agree and implement a new Cultural Strategy that supports our cultural assets (Claire Taylor)

- Delivering on the priority action in the Cultural Strategy 'Build on existing sectoral and cross sector partnership working and collaboration' by funding sector body Creative Colchester to set up a Charitable Incorporated Organisation (CIO) and providing organisational capacity to build on this via a grant from the Shared Prosperity Fund.
- The Shared Prosperity Fund will also support three projects to be delivered by Creative Colchester; business support for the cultural sector and creative industries in Colchester; a new monthly cultural offer in the City Centre bridging the gap between the day and night economies and a project working with local schools to encourage young residents to pursue careers in our local cultural industries.
- Funding has been allocated across 29 projects under Year 2 of the Cultural and Creative Events Fund as per the recommendation in the Cultural Strategy to provide micro grants to arts, cultural and heritage activity.
- Match funding provided to the Arts Council England sponsored Colchester LCEPP (Local Cultural Educational Partnership) based at the Mercury Theatre, including ringfenced grant to run a project with secondary schools exploring what city status means to young residents.

Strengthen Colchester's tourism sector and welcome more visitors each year (Claire Taylor)

- To help build back awareness of and confidence in Colchester as a visitor destination with the group travel industry and mitigate costs and other issues which can deter groups from visiting, a coach and group tourism incentive scheme supported by a targeted promotional campaign including free bookable city centre coach parking (previously pay and display and not reservable), refreshment/shopping vouchers for drivers/couriers and a discount to the Castle was launched. In the first year of the scheme 50 groups registered bringing nearly 2000 additional visitors to the city centre between May and Dec 2022.

Protect, enhance and celebrate Colchester's unique heritage (Frank Hargrave)

- Visitor numbers for 2022/23 at the Castle exceeded pre-pandemic levels with total admissions and school groups reaching 89,634 people – a figure only previously reached in the years immediately after the castle's redevelopment in 2014.
- Income was more than £100,000 higher than in 2019/20 due to higher admissions, price increases, events and after-hours activities delivered by staff, e.g. Knightzzz at the Castle and School sleepovers. Retail across all venues also performed very strongly.
- Visitor numbers have returned to pre-pandemic levels at the Natural History Museum but are approximately 20% lower at Hollytrees, potentially as a result of a slower return of international visitors to the city and therefore the VIC.
- The recovery of the Castle has been aided by the delivery of the exhibition, 'Wicked Spirits' that sustained visitor numbers despite weather during the summer that would typically inhibit museum visits.
- Hollytrees Museum has been awarded a £230,000 grant from the DCMS MEND scheme for a number of repairs and improvements to be implemented from 2023.
- The Castle welcomed the King and consort as part of the celebration of city status.
- Colchester + Ipswich Museums Service was awarded an uplift in Arts Council funding – totalling £1.2m for the period 2023 – 2026. The increase will fund improvements in the learning programmes, digital outputs and access as well as funding annual exhibitions that will include 'Gladiators; a day at the Roman Games' at the castle in the summer of 2023.
- With the completion of a feasibility study and extensive consultation, the team is now preparing a funding application to the NLHF towards the redevelopment of the Natural History Museum.
- Re-Imagining the City Centre regeneration work includes range of heritage assets, including better access and interpretation of The Priory, Holy Trinity Church and Jumbo Water Tower.

Strategic Priorities achievements and next steps (Frank Hargrave)

- A Roman mosaic in Lion Walk, originally discovered in the 1980s was located by Colchester Archaeological Trust and a consultancy appointed to excavate and display it under glass and in situ – Test pits and sampling conducted in March '23 indicate that there are further issues due to high voltage cables running over the mosaic and officers are reviewing options.
- In collaboration with the University of Durham, geophysical surveys have been conducted of 60 hectares of farmland to the west of Gosbecks Archaeological Park. The subsequent report provides much improved data for the area and will inform future university led research as well as future plans at the park itself.
- Following scheduled monument consent, the area around Duncan's Gate was cleared of vegetation by the Parks team, the Roman drain cleared of invasive plants and 3D scanned. This will protect the monument for years to come and provide a digital record. Duncan's Gate and other sites in and around the Castle were filmed for a 'History Hit' documentary and a YouTube video that has had 100,000 views.

4th July 2023

Report of	Richard Block	Author	Nicola Cooke 07815 487380
Title	Capita data breach		
Wards affected	All wards		

1. Executive Summary

- 1.1 Scrutiny Panel received a request from Cllr Willets to include an item on the work program relating to the Safeguarding of residents' personal data processed by the Council and/or its contractors.
- 1.2 This report provides information relating to this to facilitate consideration by the Scrutiny Panel.

2. Action Required

- 2.1 The Scrutiny Panel to consider the report and whether they wish to make recommendations to Cabinet as to any changes to the current arrangements in place with respect to the protection of data.

3. Reason for Scrutiny

- 3.1 Scrutiny Panel received a request from Cllr Willets to consider a work programme item as follows:
- 3.2 It has been widely reported in the national press, local press and in Council press releases, that personal data, collected from residents by the Council for the purpose of financial administration, was entrusted to a contractor whose security standards fell considerably short of those mandated for the Council's own processing systems.
- 3.3 As a matter of urgency, to review the process and procedures for letting contracts which entail contractors handling and safeguarding personal information entrusted by residents to the Council.
- 3.4 To review the effectiveness of the Council's process for due-diligence enquiries into the security standards of contractors to be awarded contracts involving safeguarding personal data collected by the Council.
- 3.5 To review the process and procedures and time-frames for the City Council to contact all residents whose personal data was made publicly visible by security failure on the part of the Council's contractors, informing relevant residents of their personal data that was inadvertently made public, and the process for the timely issue of apology for the Council's failure to safeguard that resident's personal data.

4. Background Information

- 4.1 This request was in response to the Council being informed by Capita that they had identified they had experienced a security breach which involved the personal data of Colchester City Council residents.
- 4.2 Colchester has commissioned Capita to run end of year services for Council Tax and Benefits for six years. Some data relating to this service, along with similar data from other local authorities was found on an unsecured Amazon Data Bucket provided by and controlled by Capita. A data bucket is a cloud storage resource used to save data.
- 4.3 10 other Councils have been affected by this incident include Adur & Worthing, Coventry, Rochford and Royal Borough of Windsor & Maidenhead.
- 4.4 Capita are a large and well-known company used extensively by Local Authorities and other public sector organisations for the provision of ICT solutions as well as full outsourcing services.
- 4.5 Capita have secured the data and it is no longer accessible. Analysis of the datasets shows that the data, is historic and relates to the financial years 2019/20 and 2020/21. Files included council tax and benefits records.
- 4.6 Capita have completed their investigations but have been unable to determine if any unauthorised access to the data has occurred.
- 4.7 This data breach meets the threshold for being reportable to the Information Commissioners Office (the ICO), the UK regulator for data protection matters. An initial report was made on Friday 12th May.
- 4.8 An external audit of the Council's data protection practices (conducted in 2021) concluded that "CBC are legally required to only appoint data processors who can guarantee that they have sufficient technical and organisational controls to compliantly process CBC data. Therefore, the current due diligence process should be sufficient and conducted in a method that meets this requirement." The full report is appended below.
- 4.9 This audit rated the Council's procedures and policies relating to contractors to be 'Partially compliant'. All audit recommendations relating to this area of the audit have subsequently been progressed or fully implemented.
- 4.10 When contracts are let via the tenders process suppliers are asked to respond to a series of data protection questions which are scored as part of the evaluation process. Where items are procured via the Government online purchasing portal, gCloud, the gCloud standard terms and conditions are used and have adequate data protection provisions. The Council does not have data protection clauses in the terms and conditions for items purchased via purchase order. This specific contract was procured via purchase order.
- 4.11 Given a large number of Council contracts were awarded before the introduction of new data protection legislation in 2018 (the EU General Data

Protection Regulations (the EU GDPR)) a review of key Council contracts has been conducted.

- 4.12 In the last six months the data protection team have reviewed the adequacy of the data protection provisions in 15 new or renewing contracts/agreements.
- 4.13 Following award of contract, the Council takes a risk based approach to auditing security standards of contractors taking additional action where there is significant cause for concern.
- 4.14 The Council has clear procedures in place for managing data breaches. This includes a scoring mechanism that is applied to all data breaches which helps determine the seriousness of the breach and drives the determination of whether a breach meets the threshold for reporting to the regulator.
- 4.15 It is rare for the Council to have a breach which is reportable and of those that are, only some require the Council to notify affected individuals.
- 4.16 The Council is required by law to notify individuals “without undue delay.” The Council’s procedures do not include timeframes for notification to individuals as each breach is unique and should be assessed on a case-by-case basis. Information might initially be unclear or incomplete and it is only after the facts are established that a full risk assessment can be conducted and suitable communications can be drafted and sent.
- 4.17 The Council has a duty of care to its residents not to cause further undue distress through premature notification of a data breach before an adequate risk assessment has been conducted. This is balanced against the risks that the breach itself possess to affected individuals. We now believe that we have all of the information available following investigations by Capita. This information has been thoroughly reviewed and assessed in terms of risk. Although there is no evidence that the data has been misused, we felt that due to the nature of information that was included we would need to write to a number of customers. These letters and emails have now been issued.

5. Equality, Diversity and Human Rights implications

- 5.1 Contractors who are due to process special category personal data and/or high volumes of data are of a higher priority for due diligence checks at contract award than those without.
- 5.2 Personal data breaches that involve special category data are rated at a higher risk factor than those that do not.

6. Strategic Plan References

- 7.1 There are no particular strategic plan references.

7. Consultation

- 7.1 Notification of the Capita data breach to affected individuals has been made.

8. Publicity Considerations

8.1 The Council issued press releases relating to the Capita data breach on the 12th May and 17th May. Although the press releases highlight that this security incident has been caused by Capita there might be some reputational risk to the Council.

9. Financial implications

9.1 At the time of writing there are no additional financial implications caused by this data breach.

10. Health, Wellbeing and Community Safety Implications

11.1 There are no particular health, wellbeing or community safety implications.

11. Health and Safety Implications

11.1 There are no particular health and safety implications.

12. Risk Management Implications

12.1 The Council cannot fully prevent a similar occurrence in the future by another supplier, but does have mitigations in place (as described above) to lower the risk as far as practically possible within current resource constraints.

13. Environmental and Sustainability Implications

14.1 There are no particular environmental and sustainability implications.

Appendices

Appendix A. Data Protection Audit

Background Papers

None

4 July 2023

Report of	Chief Operating Officer	Author	Owen Howell ☎ 282518
Title	Work Programme 2023-24		
Wards affected	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 2022-2023, 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 July 2023 – 31 October 2023

Work Programme for 2023/24

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

Scrutiny Panel meeting - 23 January 2024
Scrutiny Panel Chairman's briefing – 18 January 2024
<ol style="list-style-type: none"> 1. Portfolio Holder Briefing [Resources, if possible] 2. Budget Strategy for 2023-24 3. 2024-25 Revenue Budget, Capital Programme, Medium Term Financial Forecast and Treasury Management Investment Strategy 4. Housing Revenue Accounts Estimate and Housing Investment Programme 5. Work Programme 2023-24
Scrutiny Panel - 13 February 2024
Scrutiny Panel Chairman's briefing – 8 February 2024
<ol style="list-style-type: none"> 1. Portfolio Holder Briefing [To be confirmed] 2. Corporate Key Performance Indicator Targets for 2024-25. 3. Arts Organisations receiving Council funding 4. Work Programme 2023-24
Scrutiny Panel meeting– 12 March 2024
Scrutiny Panel Chairman's briefing – 7 March 2024
<ol style="list-style-type: none"> 1. Portfolio Holder Briefing [To be confirmed] 2. Town Deal projects progress report 3. Scrutiny Panel Annual Report 4. Work Programme 2023-24

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 July 2023 – 31 October 2023

During the period from 1 July 2023 – 31 October 2023* 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

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*

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.

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)
Approval to complete the purchase of land/property at ‘The Centre’ Greenstead from Notting Hill Genesis, using funding received via the Estates Regeneration Fund	No	June 2023	Portfolio Holder for Resources, Councillor Mark Cory Please contact via Democratic Services (01206) 507832 email: democratic.services@colchester.gov.uk	Portfolio Holder report	Daniel Barton Greenstead and Youth (Town Deal) Projects Manager Daniel.Barton@colchester.gov.uk 01206 282912
Review of Ferry Marsh, part of Colne Local Nature Reserve	No	June 2023	Portfolio Holder for Neighbourhoods and Waste, Councillor Martin Goss Please contact via Democratic Services (01206) 507832 email: democratic.services@colchester.gov.uk	Portfolio Holder report	Rosa Tanfield Group Manager, Neighbourhood Services Rosa.tanfield@colchester.gov.uk 07976 794597

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Award of recycling materials contract	No	June 2023	<p>Portfolio Holder for Neighbourhoods and Waste, Councillor Martin Goss</p> <p>Please contact via Democratic Services (01206) 507832 email: democratic.services@colchester.gov.uk</p>	Portfolio Holder report	<p>Robert Doran Fleet and Depot Contract Manager Robert.doran@colchester.gov.uk (01206) 282612</p>
Award of Contract for Electrical Installation Condition Reports (EICR's)	No	July 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 martin.norgett@colchester.gov.uk 07816 204488</p>

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Capital Budget Changes due to new capital projects for 2023-24 being added	No	12 July 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 Capital Programme 2023-24 Budget Amendment report	<p>Andrew Small Section 151 Officer Andrew.small@colchester.gov.uk</p>
Colchester Northern Gateway Leisure Park Lease Arrangements	Yes	12 July 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>Lindsay Barker, Deputy Chief Executive and Executive Director, Place (01206) 507435 Lindsay.barker@colchester.gov.uk</p> <p>Elizabeth Simpson, Head of Estates, Colchester Amphora Trading Ltd 07966 238918 Elizabeth.simpson@colchesteramphora.com</p>

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Colchester Community Stadium Service Agreement	Yes	12 July 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>Elizabeth Simpson, Head of Estates, Colchester Amphora Trading Ltd 07966 238918 Elizabeth.simpson@colchesteramphora.com</p>
Acquisition of Four New Build Homes from a Developer as part of the Council's New Housebuilding Programme	Yes	12 July 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 03300 538007 terri.hamilton@colchester.gov.uk</p>

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Disposal of 106/106A Shrub End Road	Yes	12 July 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 03300 538007 terri.hamilton@colchester.gov.uk</p>
Award of 3 x Contracts for the delivery of the Social Housing Decarbonisation Fund Wave 2 energy improvement project	No	July 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 martin.norgett@colchester.gov.uk 07816 204488</p>

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Award of Contract for Heating Installations to combat fuel poverty	No	July 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 martin.norgett@colchester.gov.uk 07816 204488</p>
Commercial Reform of the Northern Gateway Heat Network	Yes	6 September 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>Andrew Tyrrell Client and Business Manager Andrew.tyrrell@colchester.gov.uk 01206 282390</p>

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Award of Contract for the communal area cleaning of 2 and 3 storey blocks	No	September 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 martin.norgett@colchester.gov.uk 07816 204488</p>

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