

# Scrutiny Panel Meeting

**Grand Jury Room, Town Hall, High Street,  
Colchester, CO1 1PJ**

**Wednesday, 15 March 2023 at 18:00**

**The Scrutiny Panel** examines the policies and strategies from a City-wide perspective and ensure the actions of the Cabinet accord with the Council's policies and budget. The Panel reviews corporate strategies that form the Council's Strategic Plan, Council partnerships and the Council's budgetary

guidelines, and scrutinises Cabinet or Portfolio Holder decisions which have been called in.

## **Information for Members of the Public**

### **Access to information and meetings**

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

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

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

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## 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 of the responsible authorities of their crime and disorder functions;
- (b) To make reports and recommendations to the Council or the Cabinet with respect to the discharge of those functions.

**COLCHESTER CITY COUNCIL**  
**Scrutiny Panel**  
**Wednesday, 15 March 2023 at 18:00**

**The Scrutiny Panel Members are:**

Councillor Dennis Willetts  
Councillor Sue Lissimore  
Councillor Darius Laws  
Councillor Mike Lilley  
Councillor Sam McCarthy  
Councillor Lee Scordis  
Councillor Paul Smith

Chairman  
Deputy Chairman

**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)**

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

**1 Welcome and Announcements**

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

**2 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**

There are no minutes to approve at this meeting.

**6 Have Your Say!**

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

**7 Decisions taken under special urgency provisions**

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 Portfolio Holder Briefing from Cllr Steph Nissen [Environment and Sustainability]**

The Panel will receive a verbal briefing from the Portfolio Holder on work occurring within their portfolio.

**11 Portfolio Holder Briefing from Cllr Martin Goss [Neighbourhood Services and Waste]**

The Panel will receive a verbal briefing on the work being carried out within the Portfolio Holder's remit.

**12 City Status Update**

9 - 16

**13 Town Deal Progress**

17 - 32

This report provides an update on our Town Deal programme.

**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)**

**15 Turnstone Development - Colchester Leisure Park**





March 2023

<b>Report of</b>	<b>Strategic Director</b>	<b>Author</b>	<b>Lucie Breadman</b>
<b>Title</b>	<b>City Status Update</b>		
<b>Wards affected</b>	All ward/s affected		

## 1 Executive Summary

- 1.1 Britain's first City is now one of its newest, an accolade that can provide opportunities for all. Realising these opportunities won't happen in a single year or be limited to what the City Council does, it will be about how everyone works together to build on the strengths Colchester already has. It will be about Communities, businesses, the public and voluntary sector and especially our young people. It will be about our urban centres and our rural communities, our amazing heritage, culture and economy and the new and exciting modern city opportunities to come.
- 1.2 City Status didn't come with a pot of money, special tax breaks, or a magic wand but it does come with potential, further regional, national and international recognition, a sense of pride, positivity, and opportunity. Realising the potential will be enhanced by a positive, bold, and collaborative approach that builds on the existing strengths of our partnerships and recent successes such as Towns Fund, Levelling Up Funding, enhanced Arts Council Funding, Safer Streets Funding along with awards such as Firstsite winning the Arts Fund Museum of the Year 2021 and the University of Essex's Knowledge Transfer Partnership (KTP) programme which is number one in the UK under the flagship Innovate UK programme.
- 1.3 In place terms, city status enhances our competitive position, which is important. There's a need to compete with other places for talent/skills, new business creation, relocations, and investment. Colchester has an excellent track record on inward investment having secured an identifiable £333.8m between 2015-2021. This trend continues with the recent announcement of a further £19.6m from the Levelling Up Fund and £1.3m from the Shared Prosperity Fund.
- 1.4 Our current approach breaks down into two distinct areas.
  - They say building a legacy should start with being joyful so our Year of Celebration is about celebrating and commemorating what we have, feeling proud and positive about how we can build on our strengths in a collaborative way.
  - Creating a Legacy from our City Status award is then the longer-term goal of working together to ensure future generations benefit from this gift and the things we do now enable more happiness, health, and shared prosperity in the future.

## **2. Reason for Scrutiny & Action Required**

- 2.1 Scrutiny has been requested by the panel.
- 2.2 To note the plans and approach already underway.
- 2.3 To make any recommendations to cabinet, as deemed necessary by the Panel.

## **3 Background Information**

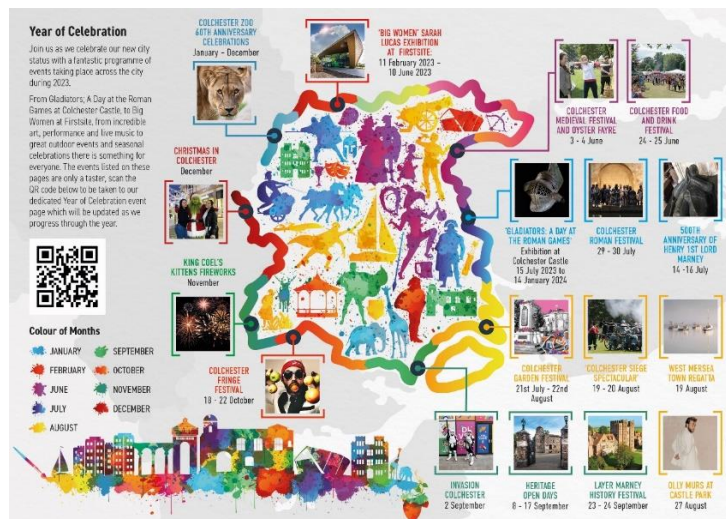
### **3.1 Year of Celebration**

Year of Celebration is a collaborative approach which aims to:

- Celebrate / Commemorate all the great things we have in Colchester.
- Celebrate the opportunity City Status brings.
- Support existing businesses.
- Attract new investment to Colchester.
- Attract more visitors to Colchester.
- Engage with young people and
- Promote Pride in Colchester.

### **3.2. What's happening.**

- Throughout 2023 there is an exciting programme of events taking place across the city centre and surrounding towns and villages, (see Appendix 1 ) enabling residents, visitors and businesses to come together to celebrate becoming a city once more. The full programme of events taking place are on the Visit Colchester website. Please check back regularly: [visitcolchester.com/whats-on/year-of-celebration](https://visitcolchester.com/whats-on/year-of-celebration)
- Key organisations and partnerships are coming together to form a collaborative approach to Marketing Colchester, an exciting opportunity to join up skills, resources, and our marketing reach.
- The Business Improvement District and City Council have launched videos and a campaign to celebrate our city centre attractions and businesses.
- The Year of Celebration will be a chance to celebrate in our communities and thank our volunteers who give so much, a volunteer celebration event is being planned for June.
- We are a City of Sanctuary, and we hope to gain Compassionate City status in recognition of the fact that we have given refuge to so many throughout history, a tradition that continues today.
- The programme of events and activities will grow. Many businesses and community groups are sharing ideas from village celebrations through to Colchester City's very own musical composition from Roman River Music.
- Our talented Communications and Marketing team have developed a Toolkit of visual marketing aides so we can all get involved and help spread the word....



### 3.3 The Longer-Term Approach

#### Inclusive

A key theme emerging from the conversations to date is recognising that city status will mean different things to different communities. Key to any approach is that it is inclusive of Colchester's entire geography and sensitive to the needs and history and distinctiveness of different communities.

### 3.4 Deliver on City Council Priorities

On 25<sup>th</sup> January Cabinet presented its draft Strategic Plan 2023 – 2026 ratified by Full Council on the 22<sup>nd</sup> February 2023. The introduction sets out:

*Our city deserves the very best our Council can deliver.*

*Together with our partners we must respond to the challenges of our times whilst focussing on what matters most to the people of Colchester. To recognise the distinctive qualities of our rural and city life, our many communities and identities and our culture and heritage.*

*Our new Three-Year Plan continues to provide a framework, sense of direction and the key outcomes we will address, deliver, or influence in the coming years.*

*Central to all we do will be the discipline and professionalism we can apply, with our partners. To ensure in the most challenging times for our country, as well as our city, that our finances are managed well, that we do all we can with and through others. That our sense of optimism, and ambition show in all we do, to*

*make life better. As Councillors, officers and full Council, for all those that live, and work or visit the great City of Colchester.*

*The priorities are as follows:*

- Respond to the Climate Emergency
- Deliver Modern Services for a Modern City
- Improve Health, Well-being, and Happiness
- Deliver Homes for those most in Need
- Grow our Economy so Everyone Benefits
- Celebrate our City, Heritage and Culture

The priorities and the delivery plan recognise and incorporate the focus needed for realising the benefits of City Status and as such forms our organisational approach.

Delivering on the significant Town Deal and Levelling Up Fund investments will help Colchester's competitive position. It will be seen as an outward looking, proactive place fit for business and growing its own skills base. In this way its image and reputation and improved competitiveness will foster economic consolidation and future growth.

### 3.5

#### **Collaborate and Build on existing partnerships to develop a shared 2040 Vision for Colchester.**

Colchester has established some incredibly strong and dedicated partnerships, who already work together with the City Council and Essex County Council to achieve mutually beneficial outcomes for residents, visitors, and businesses.

Leaders of these existing partnerships asked that we resist the temptation to develop a new City Status Board, they felt the necessary structure was already in place for the strategic direction and the true legacy benefits should be bound up in the aspirations and priorities of the existing partnerships, not duplicated or complicated by separate workstreams.

As such, a small co-ordination group has been set up bringing together our Business Improvement District, One Colchester, We are Colchester, The Health Alliance, Your Colchester our Cultural Partnership and the Colchester Ambassadors. This collaborative will continue to develop the Year of Celebration activities but importantly will also work across our existing System Leadership to build a cohesive and collaborative 2040 Vision for Colchester that unites the whole System, including Health, Local Government, Economy, Education and Voluntary and Community Sectors.

This builds on work already done to develop shared approaches such as:

- Colchester's Communities Can
- Colchester's Cultural Strategy
- Colchester's Economic Strategy

## Marketing Collaborative

An example of the collaborative approach is a new Marketing Collaborative, led by the Business Improvement District (BID). The City Status Place Marketing Group consists of individuals representing statutory partners and organisations that are well placed to make a valuable contribution to the development and implementation of a place led strategy for Colchester following its official 'City Status' award.

### Objectives

- Agree approach to promote Colchester as a City
- To drive a 'positive' approach to Colchester as a City through members acting as ambassadors for Colchester
- Respect the autonomy of Colchester companies, organisations, their brands, and objectives
- Take a high-level approach to set the broad direction of travel
- Work with feedback from residents and businesses around brand values/development

### Outputs

To understand what is needed to:

- Develop a 'Colchester Place Marketing Pack' for partners across the City to adopt including:
  - adopt/include key messages across our collective work where possible and suggest ways to deliver the plan
  - identify needs gaps
  - develop an approach for a possible future place brand
  - develop a way to test this externally to Colchester (Savills, Patch, AIXR) and internally
  - encourage others to adopt it too
  - review and report back to City Group
  - agree key messages
- Develop a city-wide Commercial Inward Investment Plan for Colchester City

## Grow our knowledge and understanding.

Our new Economic Strategy, Cultural Strategy and Strategic Plan have been developed collaboratively with partners and industry experts, and all are built on a foundation of engagement and research. They set out recommendations, actions and delivery plans that remain the key focus to deliver our modern City ambitions.

However, there is more to learn from our Key City Partners and potential new opportunities from becoming a City. We also recognise that we need to ensure Young People and the whole of Colchester feels connected and part of becoming a new City.

## Focus on Young People

Working with key partners such as the University, Institute, ECC Youth Services, Local Cultural Educational Partnership, Mercury Theatre and Essex Book Festival we will ensure the voices of future generations are heard and included in the Vision and plans going forward.

Making the most of our multi-million-pound investments in digital infrastructure and skills development to encourage local young people to stay in Colchester, realise the opportunities it offers and invest their futures here is key.

A Manifesto for Essex Youth Panel is in development, kicked off by a summit in January. Improvements to Youth Facilities are underway, a new Memorandum of Understanding has been agreed with University of Essex and key partners and a new Local Cultural Education Partnership has been established with our Cultural organisations working together with local schools and youth providers to enhance and further develop the cultural offer for children and young people across the city. This will include a new Summer Programme of activities, improved access to work experience and access to professional development for teachers and youth workers. The programme has additional support from Arts Council England for the next two years.

### **3.9 Engagement**

As said above City Status will mean different things for different communities and extensive consultation has been taken by a range of partners, including the City Council, most recently to inform the Strategic Priorities in 3.2.2 above.

We will work with partners to consider any gaps in engagement and continue to look for opportunities to talk and listen to help develop the 2040 Vision.

## **4. Equality, Diversity and Human Rights implications**

- 4.1 The award of City Status has no direct impact on equality, diversity and human rights, however the ambition that comes with it for a happier, healthier and more fair society does, and in a positive way.
- 4.2 Our Year of Celebration is about reflecting on the strengths we have and being proud of Colchester, the wide and diverse range of events and activities should help to showcase Colchester's inclusive approach and aims to bring people together to celebrate now and our future opportunities.
- 4.3 Much of the future approach is aimed at delivering on priorities which focus on improved health, wellbeing, equality and inclusive growth and prosperity as well as tackling the impacts of climate change and reducing inequalities.
- 4.4 This report and City Status is not introducing a new policy or any major changes to a policy and therefore an Equality Impact Assessment (EIA) has not been completed.

## **5. Financial implications**

To date a one-off budget amount has been set aside of £50,000 to support City Status.

## 6. Standard References

- 6.1 References to the Strategic Plan are set out in 3.2.2. There are no considerations / implications for consultation; publicity; finance; community safety; health and safety or risk outside any comments made in the body of the report.

### Background Papers

#### Appendix 1 – Activities during Year of Celebration

Action	Timescales
BID Marketing Tools	Nov 2022
Civic Ceremony – Letters Patent	Nov 2022
Events Programme in place – growing	Jan 2023 – Dec 23
Cross Sector Marketing Group	Feb 2023
City Council Marketing Toolkit Launched	Feb 2023
Royal Visit	Mar 2023
Coronation Celebration Plans Developed	Feb – May 2023
Creative Events Fund Announced	March –Apr 23
Compassionate City Status	2023
Cultural Educational Partnership Workshops for Young People	July 23
Volunteering Celebration Event	July 2022
YOC Guided tours – free for residents	May – Sept 23

#### Table of Events (being added to as events are confirmed)

Date	Event Name	Type	Venue
Feb	Big Women	Art	firstsite
Feb	Minorities Pottery Fair	Art	Minorities
Feb	London Mozart Players	Musical	Mercury
March	Bury Me In Colchester Mud	Theatre/Heritage	Arts Centre
March	They Don't Pay? We Won't Pay!	Theatre	Mercury
April	Around the World In 80 Days	Theatre	Mercury
May	Great Expectations	Theatre	Mercury
June	Medieval & Oyster Fayre	Heritage	Castle Park
June	Essex Summer Opera Festival	Musical / Festival	Layer Marney
June	Colchester Food and Drink Festival	Festival	Castle Park

July	Gladiators - A Day At The Roman Games	Exhibition/Heritage	Castle Museum
July	Youth Take Over	Youth Arts Day	Mercury
July	Colchester Garden Festival	Festival	Various
July	Unbelievable	Theatre	Mercury
August	West Mersea Town Regatta	Regatta / Festival	Mersea Island
August	Colchester Siege Spectacular	Commemoration	City Centre & Park
August	Olly Murs	Musical	Castle Park
Sept	Invasion Colchester	Festival / Retail	City Centre
Sept	Heritage Open Days	Heritage	Various
Sept	Colchester Soapbox Rally	Kart Race/Family	High Street
Oct	Colchester Fringe Festival	Festival	Various sites





## Scrutiny Panel

Item

March 2023

Report of

Deputy Chief Executive

Author

Matt Sterling

Title

Town Deal Progress

Wards  
affected

Not applicable

### 1. Executive summary

- 1.1 This report provides an update on our Town Deal programme.
- 1.2 The governance and monitoring of performance for the Town Deal is managed by the independent We Are Colchester Board. However, the Council is the accountable body for the funds provided by Government.
- 1.3 The Town Deal is one of several funds being pursued to deliver improved outcomes and tackle inequalities. Many of these funds are within the Government's Levelling Up initiative.

### 2. Action Required

- 2.1 The Panel is asked to consider the progress made to date.

### 3. Reason for Scrutiny

- 3.1. At its November 2022 meeting, Scrutiny Panel received an update on progress with the programme following Government confirmation our Business Cases had been approved and Year 1 funding was released. This report is the first of our annual progress reports to Scrutiny Panel.

### 4. Background Information

- 4.1 In response to the Government's Town Deal Programme, Colchester was one of 101 English towns invited to submit a Town Investment Plan (TIP) and bid for up to £25m. In response, Colchester City Council (CCC) with Essex County Council and others established the 'We are Colchester' board. The TIP for Colchester was submitted to Government on 29 October 2020, and an £18.2m award was made to Colchester in March 2021. This was in addition to £1m for the accelerated Town Deal projects. The TIP covers just the wider urban area of Colchester.
- 4.2 The Town Deal Programme and our TIP was required to reflect six specific intervention themes prescribed by the then Ministry of Housing, Communities and Local Government, these being: 1) Local transport, 2) Digital connectivity, 3) Urban

regeneration, planning and land use, 4) Arts, culture, and heritage, 5) Skills infrastructure, 6) Enterprise infrastructure.

- 4.3 'We are Colchester' was established and formally launched in January 2020, comprising of a board chaired by an independent person and including key organisations and interests. The programme developed a vision which was designed to provide a platform for strategic intervention at a scale which will achieve transformation, whilst complimenting local economic and place-making activity which the partners deliver.
- 4.4 Decisions about the projects included in our Town Deal were made by the independent We Are Colchester Board. Colchester City Council acts as accountable body for the monies. The accountable body role includes a:
- Commitment to manage the secretariat function to the Town Deal board, including member and senior officer leadership and involvement in the board.
  - Commitment to managing external relationships including with the members of the partnership, local MPs, and other key stakeholders.
  - Commitment to help to develop the role of the Town Deal board into the next phase and provide wider leadership including for example developing our strategic relationships with BID (Business Improvement District), University, Health and Business – to drive investment in Colchester in a strong, coherent and visible 'whole place' manner.
  - Commitment of CCC officer time and capacity to progress to the next stage (business case development), noting there will be no further provision of capacity funding from government.
  - Committing to CCC holding responsibility for financial management, audit and delivery assurance of the £19.2m capital programme; in line with and using existing CCC models of governance for capital projects and programmes.
- 4.5 Following the announcement of Colchester's Town Deal award in March 2021, the Town Deal Board agreed plans to manage the lower £19.2m award (from the £25m original grant submission).
- 4.8 Colchester was required to, and completed the following steps:
- Instigate a specific Town Deal board (makeup prescribed by Government): set up in January 2020
  - Prepare and submit a full Town Investment Plan: submitted October 2020
  - Following submission, and confirmation of our conditional award and Heads of Terms in March 2021, the Council has been required to:
    - Confirm final list of projects to be taken forward to business case development - submit project confirmation documents to Government: June 2021
    - Submit updated financial profiles for each project: September 2021
  - Prepare Business Cases for the key workstreams or where required projects
  - Submitted summary documents (relating to each of the business cases) to Government by 24th March 2022.
- 4.9 Over time other related streams of work are emerging such as those funded by Our successful applications for UK Shared Prosperity Fund and the second round of the Levelling Up Fund.

- 4.10 During the Winter of 2021/2, officers and partners developed detailed Business Cases for each project. This work included convening project teams, engagement with stakeholders, detailed planning, architectural design work and cost estimation.
- 4.11 Each Business Case covers five themes which cover the strategic scope, alignment and case for the project, the economic benefits, the financial case, commercial opportunities and viability, and the approach to management. These are detailed plans which are Green Book compliant and have been subject to independent expert support and challenge.
- 4.12 These Businesses Cases were reviewed by the Council's Section 151 Officer who independently assessed the sustainability, viability and value for money of each business case to ensure they are sound.
- 4.13 The development of these Business Cases resulted in all projects being assured sound and viable to progress.
- 4.14 The necessary documents were submitted to Government in March 2022.
- 4.15 Since then, Service Level Agreements have been signed with Essex County Council covering the 6 projects they are leading on, and North Essex Heritage for the Jumbo project. A SLA (Service Level Agreement) with Community360 for Holy Trinity Church has still to be signed. The agreements help to manage the release of monies and assure agreed outcomes.
- 4.16 In August, Government confirmed it had approved all our Business Cases and would therefore be releasing our full first year tranche of funding which was paid to us on 12 August 2022.
- 4.17 In total this first year's payment included a Revenue Grant of £515,351 and a Capital Grant of £5,272,905. The remainder of the initial 5% advance (£910,000) previously received is also available to the projects.

## **5. Outcomes**

- 5.1 The detailed Business Cases for each group of projects contain details of outcomes and benefits. These include direct 'easy-to-measure' outcomes of the work, and wider benefits. For some of the projects they also contain wider economic benefits.
- 5.2 These outcomes will be delivered as projects are built out. It will be possible to report these to Scrutiny Panel at future meetings as the capital works in the programme are completed and these benefits begin to accrue. In the meantime, progress to deliver outputs is possible.
- 5.3 The outcomes for each project are shown in the appendix.

## **6. Recent progress**

- 6.1 The independent We Are Colchester board, and the CCC-led Town Deal Operational Board are meeting regularly and monitoring progress, engagement,

spend, and risks. They are also making decisions where required about individual projects. To assist with this, the Operational Board receives updates from the Programme Manager, project sponsors or owners along with some project managers, and the Council's Section 151 Officer.

- 6.2 Of the programme's two accelerated projects, one is fully delivered (the first phase of improvements to the Balcerne Gate public realm), and the second is underway with construction work due to commence in April in St Nicholas's Square.
- 6.3 For the other projects an update on the current position is shown below:

### **Heart of Greenstead**

- 6.4 **Tamarisk Way.** There are 5 strands to the project – estate regeneration, community capacity building, integration of services, Essex Pedal Power and Liveable Neighbourhood. The project is currently focussing on the delivery of a new Community Hub utilising Town Deal monies. The process to appoint the architect for this is underway with target to reach planning approval by late 2023.
- 6.5 The successful bid to Government's 'Estate Regeneration Fund' announced in November 2021 will support Land acquisition. Engagement and negotiations with the key land owner at the site are now restarting. An appraisal of other funding opportunities including Youth Investment Fund and Lottery Reaching Communities Together have been carried out with bids to be developed shortly where appropriate. A wider approach to securing co-funding for the wider scheme is underway with Health Alliance, ECC and other key partners in the Greenstead scheme.
- 6.6 Engagement activity led by Community360 is progressing well with ambassador recruitment, drawing on insight from an established scheme in Bromley-by-Bow.
- 6.7 **Essex Pedal Power.** A successful information event was held in the community on 1 October. The purchase of bikes is to be completed by Spring 2023 with 200 bikes being borrowed from the Jaywick scheme in the meantime. A web application process for residents is expected shortly.

### **Town Centre**

- 6.8 **St Nicholas Square.** Design, planning and licencing activities for this public realm scheme are well underway with construction due to start in April. In the meantime, work to remove existing trees (ahead of their replacement with new ones later in the works) took place in February to avoid nesting season. We are working with Essex County Council to finalise the approach to technical issues such as vehicle movements, highways surfacing, tree pits and lighting. Costs have increased from the initial business case due to inflation and the need for adaptations to the original design. These have been met from savings on other schemes We Are Colchester has approved and from a contribution of £560,000 from the Council's Capital programme.

- 6.9 **Kerbless Street, Balkerne Gate Phase 2, Holy Trinity Square.** These public realm projects are being managed by Amphora on behalf of the Council. Further design and costings work is underway, with conversations having taken place with ECC's Highways team.
- 6.10 **Jumbo.** This project is being managed by the North Essex Heritage. The design consultants have been appointed and the Trust have passed the first stage towards a full bid to the Heritage Lottery fund (HLF). In February the Trust submitted their bid for funding following an intense period of work and several 'check and challenge' sessions brokered for them by Council officers. CCC has provided a letter of support for this bid as well as a commitment to provide kick-start funding for the Trust's local fundraising activities assuming the HLF bid is successful. We have also linked the Trust to our Events and Museums service to allow them to include commitments to collaboration in the bid.
- 6.11 **Essex County Hospital.** The re-tender for the construction contract funded by Town Deal closed on 27 January 2023 with encouraging levels of interest. It is anticipated that an award will be made imminently with contractors on site by March. This project is currently fully within scope and expected to be delivered on time and budget.
- 6.12 **Holy Trinity Church.** Our lead partner for this project, Community360, have paused their involvement while urgent repairs to the building are carried out. There was a delay to these works commencing, but listed building consent has now been granted and so these will commence shortly. In the meantime, we are in discussion with Community360 about whether they will be able to resume involvement once they are complete. We have submitted an expression of interest to the HLF to allow this project to continue whilst repairs are underway. We have recently heard that this expression of interest has been approved by the HLF and so we are now moving into Round 1 bid preparation.
- 6.13 The timing of bids to the Heritage Lottery fund are being co-ordinated between Museums, Jumbo, Holy Trinity Church to ensure no clashes.

### **Physical Connectivity**

- 6.14 **Town Centre to Greenstead and University Walking and Cycling Link.** Essex County Council are managing this project. Initial engagement work with stakeholders has taken place (including with the Business Improvement District) and public consultation focused on the prioritised sections of the route (High Street / East Hill) closed week commencing 30 January 2023. Design work and decisions are underway with initial decisions including arrangements for bus stops and boarders, and the mitigations for any loss of on-street parking via alternative arrangements and an extension of resident parking permits. Decisions are also being taken regarding the Brook Street layout. Land rights over the Moors section are being clarified. ECC (Essex County Council) Design and CCC (Colchester City Council) Development Management teams are working closely to ensure smooth progress of decision making and delivery and optimisation of finish quality particularly in historical parts of the route. The project is currently on time and budget. Funding options to further enhance design ambitions are also being examined.

## **Digital Connectivity**

- 6.15 **Digital Skills Hub.** Planning consents have been secured, with refurbishment works now underway . Discussions taking place with Highways to improve visibility and access. Works expected to be completed prior to September 2023 start of the new Academic Year 2023/24.
- 6.16 **Digital Working Hub.** A managing agent for the centre once opened has been appointed. Work on site is underway, with all demolition complete and archaeology progressing well. We expect tender for construction to be issued March 2023 and on-site construction commencing summer 2023 for completion summer to autumn 2024 and an opening later in 2024
- 6.17 **5G.** This project is currently on track with budget and timeline. An Options Appraisal for virtual reality tourism use has been completed working with the Museums service, and the project is considering synergies with other Town Deal projects. The initial use case will be based at Colchester Castle – deploying 5G enabled Virtual and Augmented reality-based heritage interpretation. The physical equipment needed for this is being installed now, and the detailed work on the software/content now being commissioned.

## **Transformed Youth Facilities**

- 6.18 **Townhouse, Stanway and Highwoods Youth Centres.** This theme is being managed by Essex County Council. Initial architect plans for the Townhouse have been produced, with detailed design involving engagement with young people ongoing. Construction work on Stanway and Highwoods Youth Centres is now expected to complete by Summer 2023. Works on the Townhouse are scheduled to be completed by Spring 2024. Cost inflation for this project is being closely monitored, and all available routes to additional funding investigated.

## **Levelling Up Fund**

- 6.19 In January the government announced that our bid to the second round of the Levelling Up Fund for £19.66m has been successful. As well as bringing forward much needed support for the St Botolph's area of the Town Centre, this fund will also increase the monies available to complete several Town Deal projects such as Kerbless Streets and the Digital Working Hub.

## **Expenditure to date**

- 6.20 Spend on individual projects is being closely monitored to ensure it is in line with agreed budgets. So far, the amount of spend equates to c£2.3m, which excludes accelerated projects (St Nicholas Square and Balcerne Gate Phase 1). This is in line with expectations. An award of c£8m is expected in Spring 2023 from DLUHC to cover 2023/4 budgeted spend.

## **7. Key risks**

- 7.1 Risks for the whole programme and individual projects are being managed first by project managers, then project steering groups, then Operational Board and then ultimately by We Are Colchester.
- 7.2 The main programme-level risks now are:
- The effect of cost inflation on the viability of projects – detailed costings have been generated for projects and forecasts being kept up to date, with alternative sources of funding being sourced for shortfalls
  - Overruns on the St Nicholas Square accelerated public realm project becoming a precedent which might be replicated in other projects
  - Failure to achieve necessary land acquisition in Greenstead - negotiations are being closely managed
  - Ensuring opportunities to maximise the impact of Jumbo and Balmerne Gate projects are effectively harnessed alongside a Heritage Lottery Fund bid, at the same time mitigating the Council's exposure to unexpected costs.
  - Loss of key partners – with priority repairs to Holy Trinity Church now due to be completed by February 2023, with negotiations underway to enable Community360 to resume their project management of this project.
  - Human resource capacity across programme under constant review.

## **8. Standard References**

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

## **9. Strategic Plan References**

- 9.1 The Town Deal is intended to boost the local economy, support the creation of jobs, improve areas of public realm, facilitate increased cycling and walking, improve housing and health outcomes as well as leveraging private sector investment.
- 9.2 It will contribute to the delivery of the Strategic Plan 2020-2023 priorities and direction for the City as set out under the strategic themes of:
- Tackling the climate challenge and leading sustainability
  - Creating safe, healthy and active communities
  - Delivering homes for people who need them
  - Growing a fair economy so everyone benefits
  - Celebrating our heritage and culture

**Appendices:** Summary of Town Deal Outcomes.





## Summary of Town Deal outcomes

### 1.Digital Working Hub Queen Street

#### INDICATORS

Target:

£ spent directly on project delivery (either local authority or implementation partners)\*

£5,580,000

£ co-funding spent on project delivery (private and public)\*

£-

£ co-funding committed (private and public)\*

£4,680,000

# of temporary FT jobs supported during project implementation\*

2

# of full-time equivalent (FTE) permanent jobs created through the projects\*

8

# of full-time equivalent (FTE) permanent jobs **safeguarded** through the projects\*

2

# businesses using digital hub

6

£ income from site rental

£39.46 sqft PA achieved. Rent exceeds income at year 5.

### 2.Transformed Youth Facilities

#### INDICATORS

Target:

£ spent directly on project delivery (either local authority or implementation partners)\*

£1,290,186.00

£ co-funding spent on project delivery (private and public)*	£-
£ co-funding committed (private and public)*	£-
<i># of people supported into employment / accredited training</i>	100
<i># of full-time equivalent (FTE) permanent jobs created through the projects*</i>	1
<i># targeted work life skills sessions delivered to young people</i>	450
<i># life skills sessions delivered to young people</i>	250
<i># accredited training sessions delivered, including young and adult volunteers</i>	150
<i># organisations / youth groups using centres</i>	55
<i># young people attending sessions in centres</i>	500
<i># increased outcomes (skills and knowledge)</i>	1000
<i>increased access and opportunities for well being (qualitative)</i>	young people's voice survey
<i>improved engagement and social mixing (qualitative)</i>	case studies
<i>improved variety of services and opportunities (qualitative)</i>	termly reports
<i>increased footfall - Townhouse</i>	50
<i># attendances (total)</i>	5000
<i># attendances / members</i>	900

### 3.Digital Skills Hub Wilson Marriage Centre

INDICATORS	Target:
£ spent directly on project delivery (either local authority or implementation partners)*	£1,000,000
£ co-funding spent on project delivery (private and public)*	£-
£ co-funding committed (private and public)*	£100,000.00
# of people supported into employment	210
% increase in relevant qualifications issued	5
# of full-time equivalent (FTE) permanent jobs safeguarded through the projects*	
<b># accessing non-accredited training at the new digital facility</b>	
<b># individuals with disabilities accessing training at the new digital facility</b>	
<b># enrolled on an accredited course delivered from the new digital facility</b>	
<b># individuals undertaking a digital apprenticeship delivered through the new digital facility.</b>	

### 4.Town Centre & Gateways

INDICATORS	Target:
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£ spent directly on project delivery (either local authority or implementation partners)*	£8,870,082
£ co-funding spent on project delivery (private and public)*	0
£ co-funding committed (private and public)*	£4,367,282
# of temporary FT GROSS jobs supported during project implementation*	40
# of full-time equivalent (FTE) permanent GROSS jobs created through the projects*	43
Heritage buildings renovated / restored	3
# residential units provided	120

## 5.Heart of Greenstead

INDICATORS	Target:
£ spent directly on project delivery (either local authority or implementation partners)*	£6,627,200.00
£ co-funding spent on project delivery (private and public)*	£-
£ co-funding committed (private and public)*	£36,000,000.00
# of people supported into employment	68
# of full-time equivalent (FTE) permanent jobs created through the projects*	4
# of homes created	139
% of homes created affordable	100
# of bikes delivered	700
<b>% of bikes distributed</b>	90
<b>% number of new homes built to 'future homes' standard</b>	100

## 6.5G

INDICATORS	Target:
£ spent directly on project delivery (either local authority or implementation partners)*	£1,000,000.00
£ co-funding spent on project delivery (private and public)*	-
£ co-funding committed (private and public)*	£-
# of temporary FT jobs supported during project implementation*	
# of full-time equivalent (FTE) permanent jobs created through the projects*	15
# of full-time equivalent (FTE) permanent jobs <b>safeguarded</b> through the projects*	0
innovative learning developed for use of 5G	
# of virtual reality users	36000
# b2b users reporting improved experience through 5G (43 Queen St)	5
# of additional enterprises with broadband access of at least 30mbps (43 Queen St)	10

## 7.Walking and Cycling LCWIP4 Town Centre-Greenstead-University

INDICATORS	Target:
£ spent directly on project delivery (either local authority or implementation partners)*	£2,883,370
£ co-funding spent on project delivery (private and public)*	£-
£ co-funding committed (private and public)*	£1,696,000

# of temporary FT jobs supported during project implementation*	0
# of full-time equivalent (FTE) permanent jobs <b>created</b> through the projects*	0
# of full-time equivalent (FTE) permanent jobs <b>safeguarded</b> through the projects*	0
# km new cycleway delivered	4.8
% change in journey habits - modal shift car to walking/cycling	5
self reported health improvements (qualitative)	case studies

## 8.Liveable Neighbourhood

INDICATORS	Target:
£ spent directly on project delivery (either local authority or implementation partners)*	£-
£ co-funding spent on project delivery (private and public)*	£-
£ co-funding committed (private and public)*	£-
# of temporary FT jobs supported during project implementation*	0
# of full-time equivalent (FTE) permanent jobs <b>created</b> through the projects*	0
# of full-time equivalent (FTE) permanent jobs <b>safeguarded</b> through the projects*	0
self reported health and well being (qualitative)	

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