



Colchester  
COMMERCIAL HOLDINGS

COMMERCIAL HOLDINGS

Dashboard Report  
End of Year 2019/20  
Period 12

## CCHL Group

### Performance Summary Year End 19/20

	Full Year Budget £'s	YTD Budget £'s	YTD Actual £'s	YTD Variance B/(W) £'s	Full Year Forecast £'s	Full Year Variance B/(W) £'s
Income	6,249,869	6,032,278	6,677,085	644,806	6,677,084	427,215
Expenditure	(5,763,428)	(5,763,428)	(6,190,642)	(427,215)	(6,190,643)	(427,215)
	486,441	268,851	486,442	217,591	486,442	0
<b>Profit before Tax</b>	<b>486,441</b>	<b>268,851</b>	<b>486,442</b>	<b>217,591</b>	<b>486,442</b>	<b>0</b>
Tax	92,424	51,082	92,424	41,342	92,424	0
<b>Net Profit available for Dividends</b>	<b>394,017</b>	<b>217,769</b>	<b>394,018</b>	<b>176,249</b>	<b>394,018</b>	<b>0</b>

#### Performance Update

The overall group performance is in line with the Budget 2019-20 due to the forecast budgetary control on costs within the trading activities, as detailed in the following subsidiary company reports.

Risks/Issues	Finance	Forward Look
<ul style="list-style-type: none"> <li>Pension actuarial valuation adjustment for the Statutory Financial Accounts.</li> <li>Covid-19 costs may not be recoverable from central Government.</li> </ul>	<ul style="list-style-type: none"> <li>The dividend forecast is in line with the budget, due to trading performance and overhead cost control on trading activity.</li> <li>The methodology in reporting the pension liability will use the 'Pass through arrangement', following advice from Scrutton Bland. This is being progressed by the respective legal teams.</li> </ul>	<ul style="list-style-type: none"> <li>Review of the Business Recovery Plan as a result of Covid-19</li> <li>ECC on the 'Care response' tender.</li> </ul>



Colchester  
AMPHORA TRADING

01206 881111

## Events Team Performance Summary Year End 19/20

Events	18/19 (Prov) £'s	Budget £'s	YTD Budget £'s	YTD Actual £'s	Variance £'s	Forecast £'s	Variance £'s
Income	910,404	795,342	795,342	912,285	116,943	912,285	116,943
Expenditure	(934,241)	(882,583)	(882,583)	(940,899)	(58,315)	(940,898)	(58,315)
	(23,837)	(87,241)	(87,241)	(28,614)	58,627	(28,613)	58,627

### Performance Update

The Events Company performed exceptionally well, with financial performance of events exceeding its target by £50k. The team has delivered a diverse and successful programme, with a record number of events and attendees. The final year end position was impacted by cancelled and deferred events in March as a result of Covid-19, with a forecast lost earning opportunity of an additional £18k profit.

We continue to work with promoters, companies and residents in deferring where possible their events and weddings. This has resulted in a condensed outdoor programme for 2020 and a busy second half of the year for the Charter Hall programme.

No new wedding bookings are allowed until July and these can be for bookings only from September onwards.

KP19 - Customer Satisfaction



### Risks/Issues

- The lockdown guidelines from Government will clearly have a major impact to the whole events programme and performance in 2020/21.
- Awaiting decision on the use of the Old Library for events.

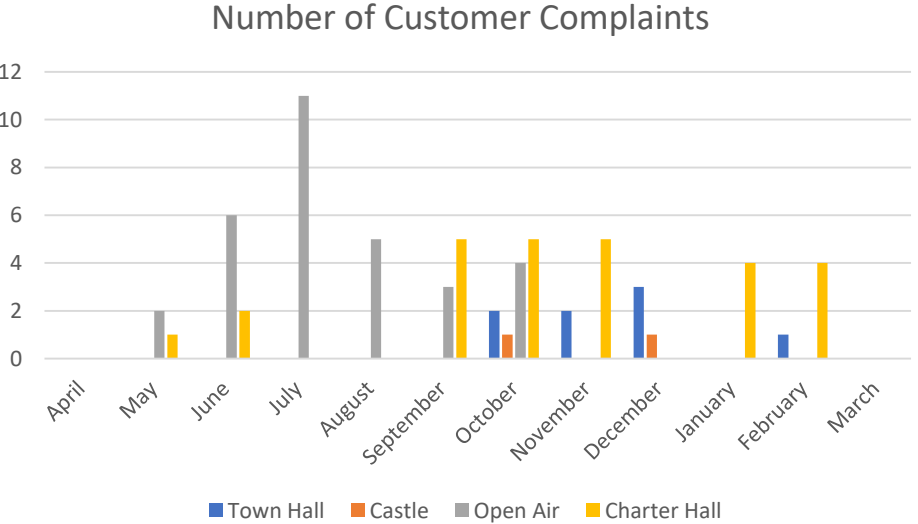
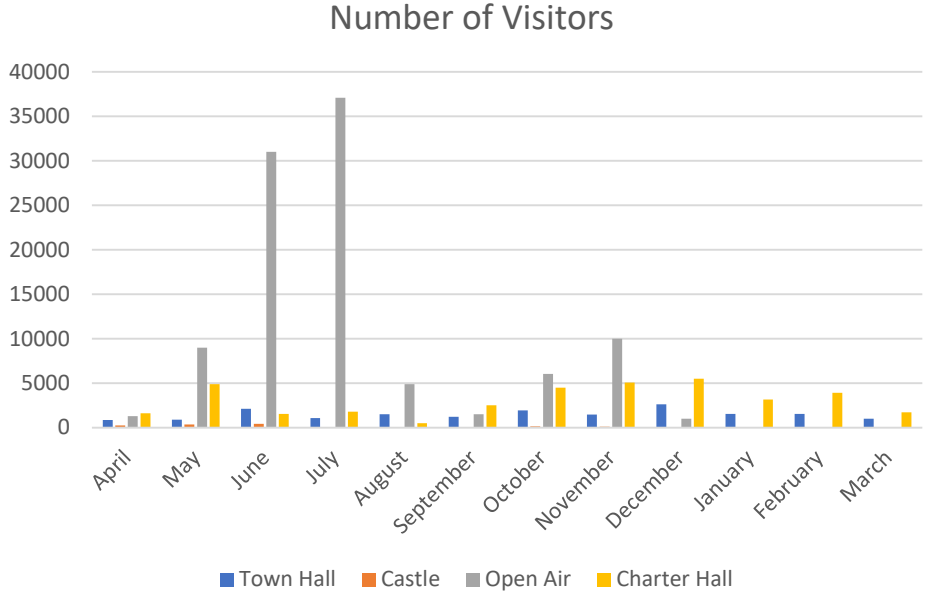
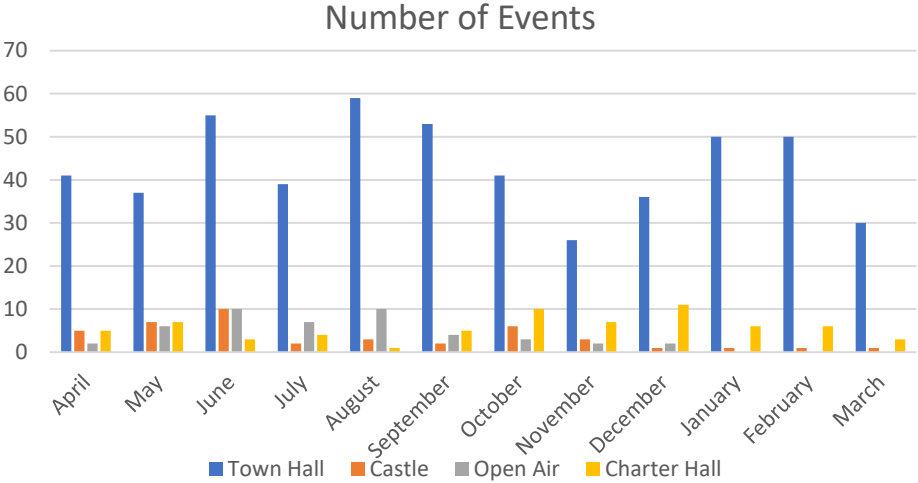
### Finance

- Performance year-end is nearly £50k favourable to budget
- There has been exceptional performance at Charter Hall with £182k profit outturn, £64k in Outdoor events and £35k in weddings.
- A return of £243k direct income to CBC through SLA and hire charges.

### Forward Look

- Programme recommencement depends on Government guidelines
- Working with BID and have proposed business cases to run events for new locations.

Events Team KPI figures P12



Testimonials

“Good variety of shows, poor seating” – source: Google reviews

## Helpline Team

### Performance Summary Year End 19/20

Helpline	18/19 (Prov) £'s	Budget £'s	YTD Budget £'s	YTD Actual £'s	Variance £'s	Forecast £'s	Variance £'s
Income	937,109	1,080,799	1,080,799	1,024,719	(56,080)	1,024,719	(56,080)
Expenditure	(573,248)	(686,982)	(686,981)	(671,571)	15,410	(671,571)	15,410
	363,861	393,818	393,818	353,148	(40,670)	353,147	(40,670)

#### Performance Update

The year-end position is adverse to budget, through shortfall in income on fees and CBH, however we continue to grow our customer base with 95 new customers in February and March, although disconnections have negated the growth over this period.

#### Risks/Issues

- Additional costs from Covid-19 may or may not be recovered from central Government.
- PPE requirements and recent changes in ways of working may need to be permanent to protect both residents and employees.

#### Finance

- As a combined service with CCTV the overall position of the two services will achieve the profit target set for 2019/20, before year-end adjustments
- Strong controls on equipment and recycling will result in savings.

#### Forward Look

- Digital system still being investigated to ensure correct solution is procured.

## CCTV Team Performance Summary Year End 19/20

CCTV	18/19 (Prov) £'s	Budget £'s	YTD Budget £'s	YTD Actual £'s	Variance £'s	Forecast £'s	Variance £'s
Income	444,390	521,937	521,937	521,988	51	521,988	51
Expenditure	(499,300)	(521,937)	(521,937)	(528,401)	(6,464)	(528,401)	(6,464)
	(54,910)	(0)	0	(6,413)	(6,413)	(6,413)	(6,413)

### Performance Update

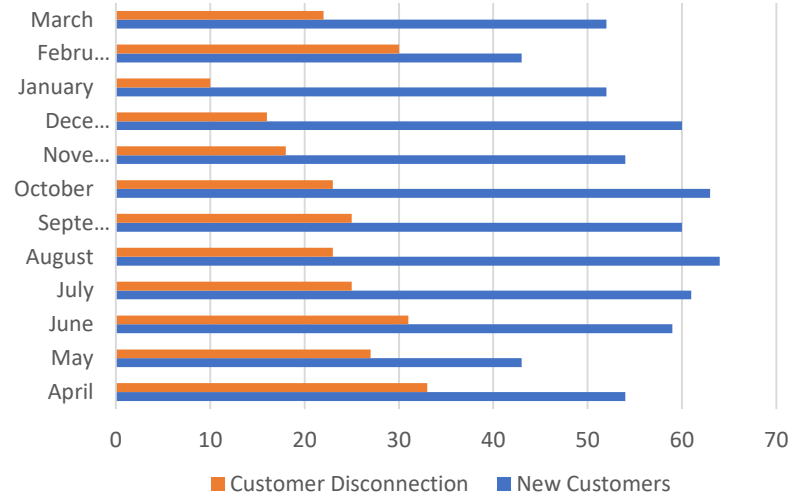
A project team has been established and the upgrade of CCTV to a digital system is progressing alongside the LFFN project. This project will deliver a modern digital system with greater town centre coverage and also extend to the Northern Gateway, Leisure World and the Hythe. Cameras and control room work is being tendered and technical specifications are being finalised.

Solutions to maintain our service during the transition period have been established.

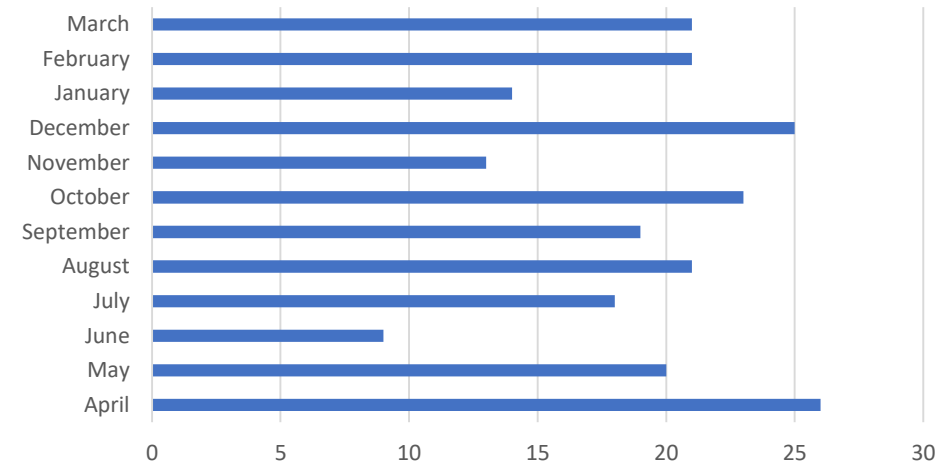
Risks/Issues	Finance	Forward Look
<ul style="list-style-type: none"> <li>Camera/system instability, with an increasing number of failures being reported, is an issue.</li> <li>Some cameras in key locations have poor image quality.</li> </ul>	<ul style="list-style-type: none"> <li>Strong expenditure control resulted in savings against budget in 2019/20.</li> </ul>	<ul style="list-style-type: none"> <li>The Digitalisation programme is to be finalised.</li> </ul>

## KPIs - CCTV/Helpline 1 P12

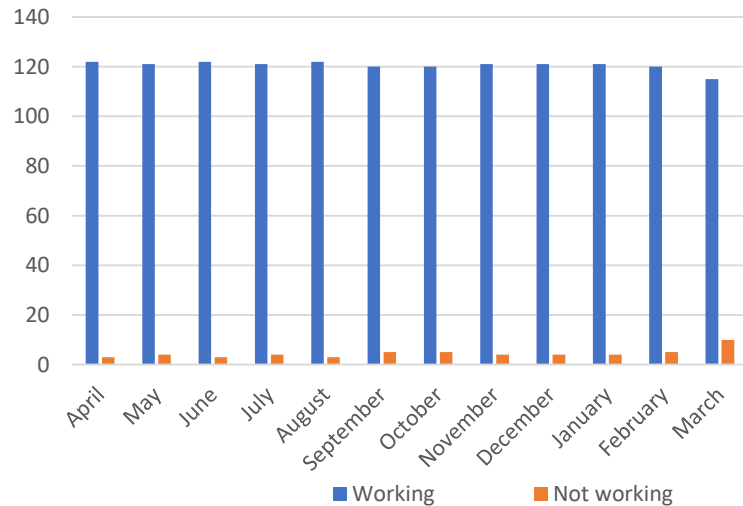
### KPI 14 - Helpline New Customers and Disconnections



### KPI 15 - Assist with Arrest



### KPI 16 - CCTV Cameras



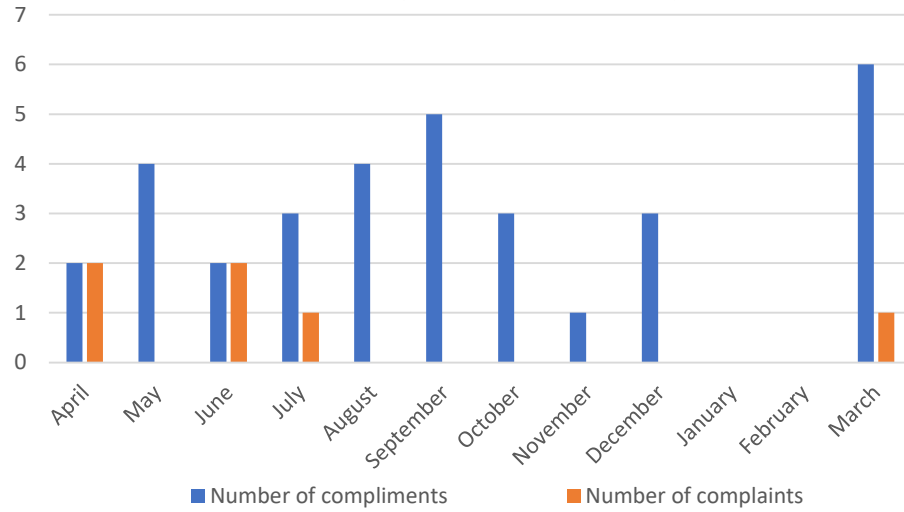
### KPI17 - Customer Satisfaction



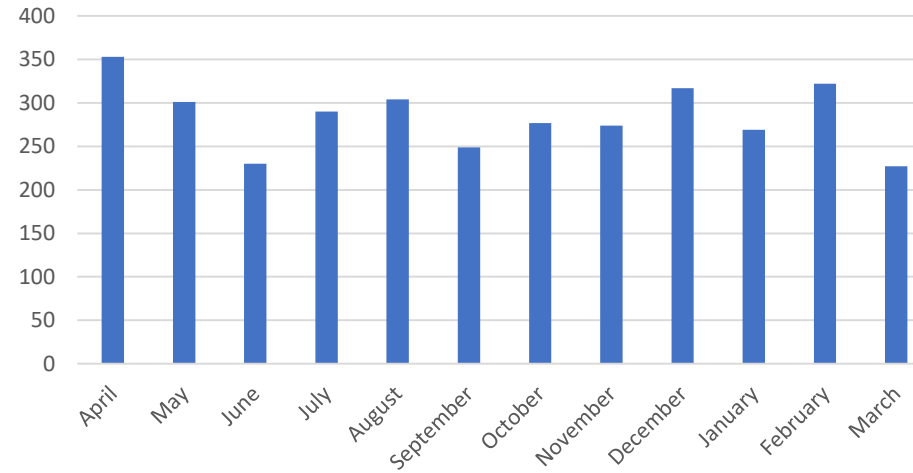


## KPIs - CCTV/Helpline 2 P12

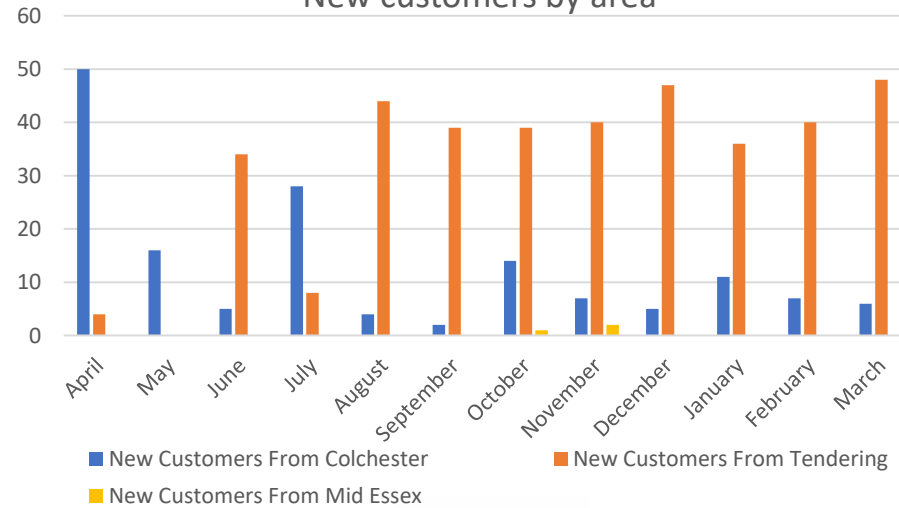
Number of compliments and complaints



Number of incidents



New customers by area



## Development Services Team Performance Summary Year End 19/20

### Development Services

	18/19 (Prov) £'s	Budget £'s	YTD Budget £'s	YTD Actual £'s	Variance £'s	Forecast £'s	Variance £'s
Income	139,062	158,000	158,000	18,014	(139,986)	18,014	(139,986)
Expenditure	(76,611)	(53,705)	(53,705)	(36,074)	17,632	(36,074)	17,632
	62,451	104,295	104,295	(18,060)	(122,355)	(18,060)	(122,355)

### Performance Update

Fee income earned in the year for the following projects:

- LFFN (Local Full Fibre Network)
- Stanway Community Facility
- Northern Gateway Boulevard
- CAHL housing

The part-time Investment specialist left the Company's employ, and in agreement with CBC and the Board of Directors, future Investment expertise will be procured on an as need basis.

#### Risks/Issues

- The Development Investment specialist resource left the employ of the business and there is no current plan to replace this in-house service.

#### Finance

- The above results are the actual for the full year as there is no expected additional income in the current year.

#### Forward Look

- Future Commercial investment support to be procured on a project basis, which will control costs in line with demand.

## Commercial Management Team Performance Summary Year End 19/20

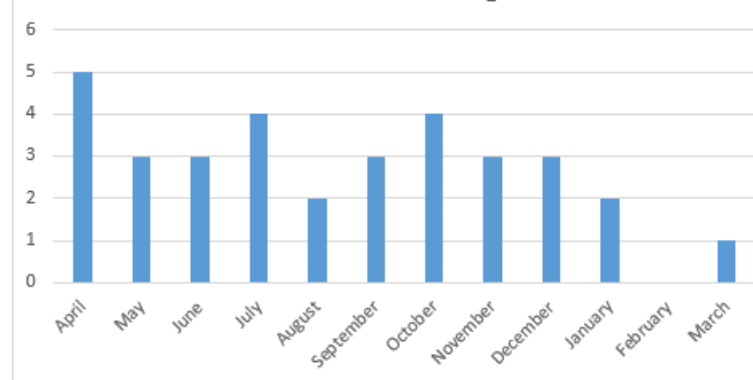
### Commercial Mgmt

	18/19 (Prov) £'s	Budget £'s	YTD Budget £'s	YTD Actual £'s	Variance £'s	Forecast £'s	Variance £'s
Income	703,299	745,796	745,796	699,385	(46,411)	699,385	(46,411)
Expenditure	(708,663)	(745,796)	(745,796)	(576,547)	169,249	(576,547)	169,249
	(5,364)	(0)	0	122,838	122,838	122,838	122,838

### Performance Update

- The project management team has progressed the Client's specification with the contractor and has now achieved a good position to hopefully see the handover of the Sports Park in September/October 2020.
- The vehicular access is progressing well and will be complete by May 2020.
- The CNG Boulevard, which is HIF funded, is scheduled to start in May 2020, following appointment of the contractor.
- Negotiations with a potential purchaser continue to finalise an agreed sale on part of the CNG South land.

KPI 10 - News Stories & Blogs Published



### Risks/Issues

- Resolution to the J.28 highway improvements to support the CNG South planning application.
- Finalising the agreement to sell the land parcel.

### Finance

- The fee income and overhead management continue to show a slight favourable forecast position for the year.

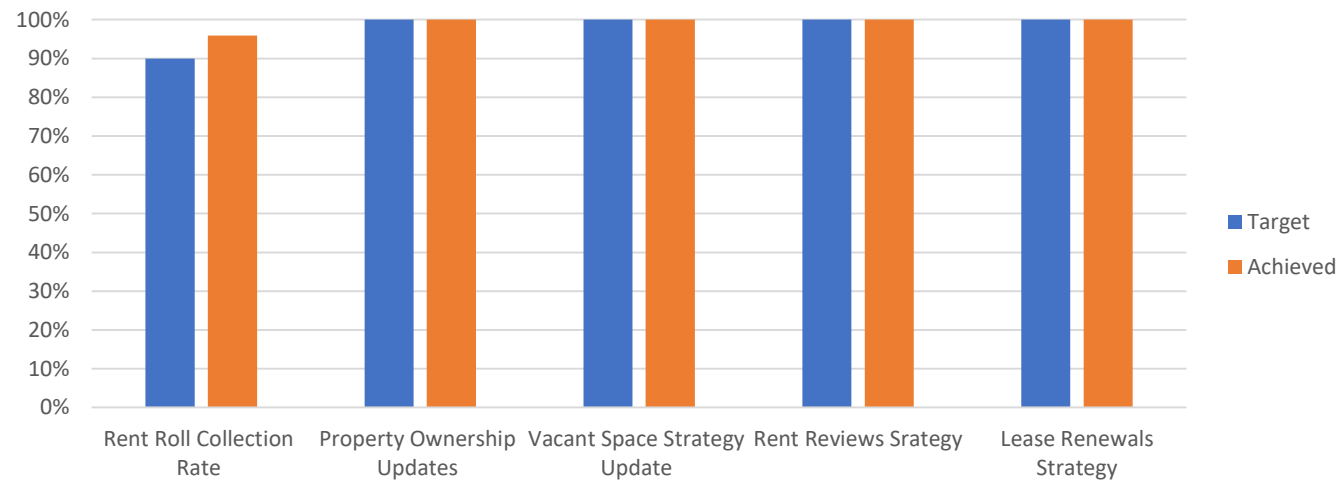
### Forward Look

- Appointment of a contractor for the Energy Centre
- Turnstone working on a fresh application.
- CNG South Hybrid application is now approved
- Rowan House workplace feasibility study
- Severalls Community project feasibility

## Estates Team Performance Summary P12

### Estates

	18/19 (Prov) £'s	Budget £'s	YTD Budget £'s	YTD Actual £'s	Variance £'s	Forecast £'s	Variance £'s
Income	410,600	445,404	445,404	443,494	(1,910)	443,494	(1,910)
Expenditure	(413,785)	(445,404)	(445,404)	(400,878)	44,526	(400,878)	44,526
	(3,185)	0	0	42,616	42,616	42,616	42,616



### Risks/Issues

- A new Team Administrator & Projects Support Assistant started mid-March.

### Finance

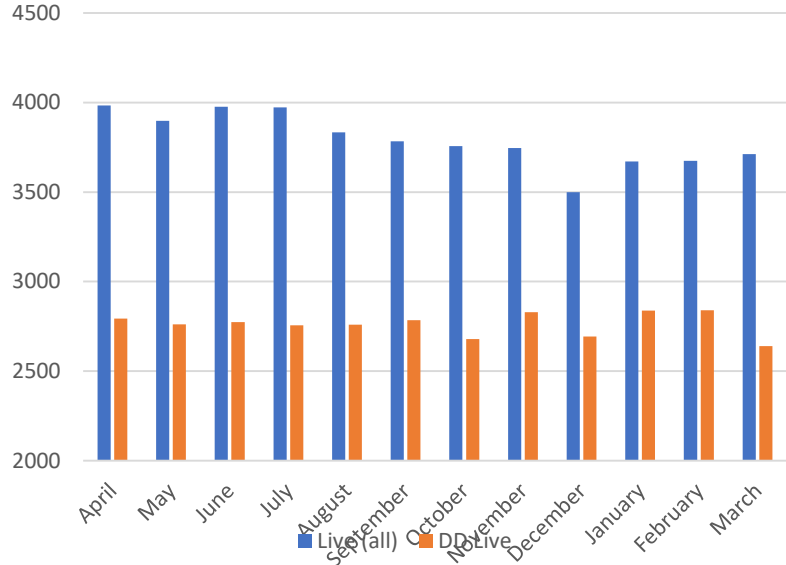
- Continuing close management of the overheads is keeping the forecast for the year in line with budget.

### Forward Look

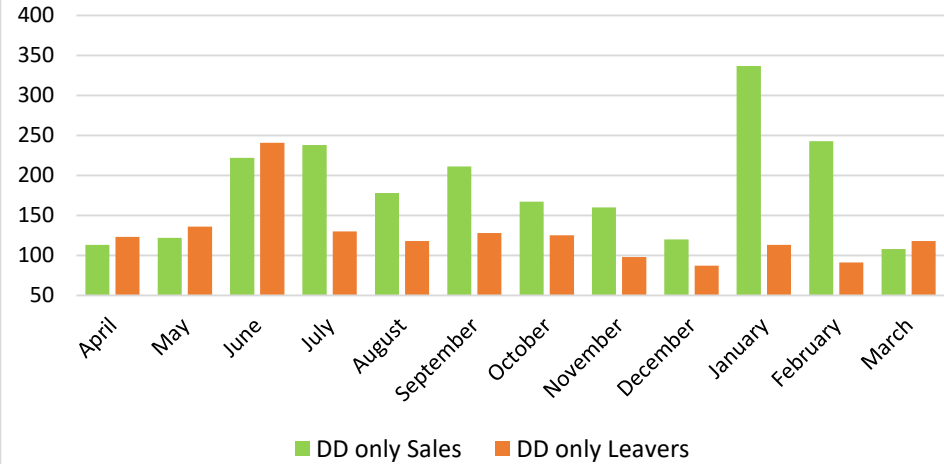
- Provision of support to the Development team for income generation.

Sport and Leisure KPIs P12

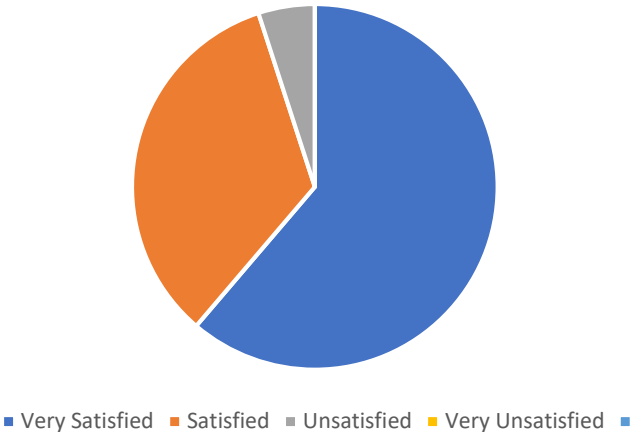
Live Memberships



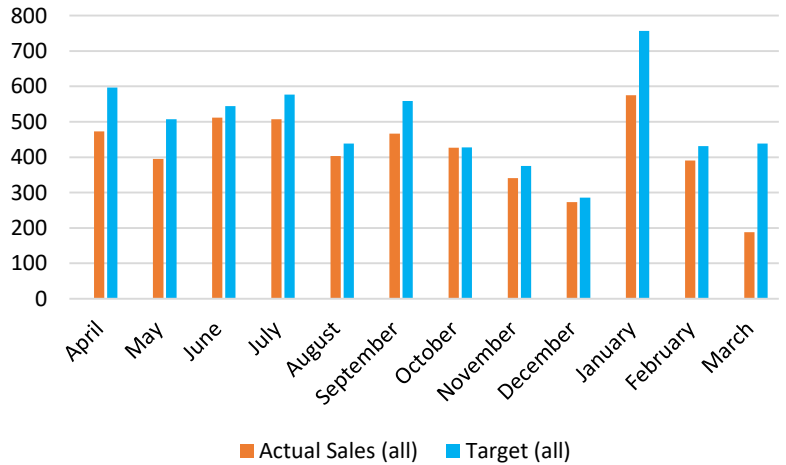
DD Sales and Leavers



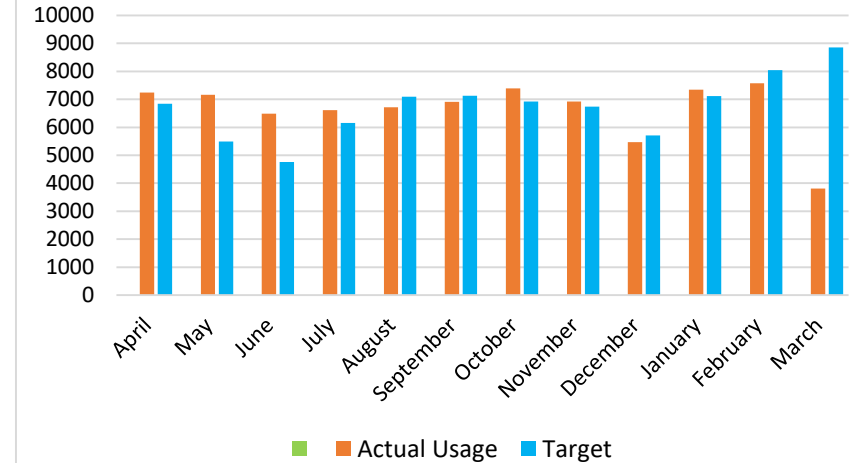
Leisure World - Customer Satisfaction



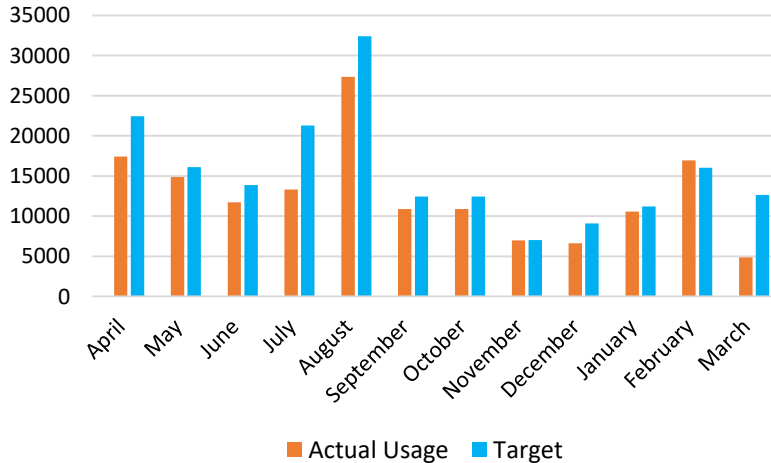
Lifestyle Membership Actual v Target



Aqua Springs Admissions



Leisure Pool Admissions





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AMPHORA ENERGY

AMPHORA ENERGY

# Colchester Amphora Energy Ltd

## Performance Summary P12

### CAEL

	Full Year Budget £'s	YTD Budget £'s	YTD Actual £'s	YTD Variance B/(W) £'s	Full Year Forecast £'s	Full Year Variance B/(W) £'s
Income	168,000	168,000	190,055	22,055	190,055	22,055
Expenditure	(130,339)	(130,339)	(189,154)	(58,815)	(189,154)	(58,815)
	37,661	37,661	901	(36,760)	901	(36,760)

### Performance Update

The Development Management agreement for the Heat Network, CBC/CAEL, has been signed.

British Geological Survey has surveyed the boreholes and suggested the CNG heat network be a candidate for inclusion in the European COST research network for including geothermal technologies into decarbonized heating and cooling grids.

The Greater South East Energy Hub has agreed to provide match funding for the CNG microgrid feasibility work.

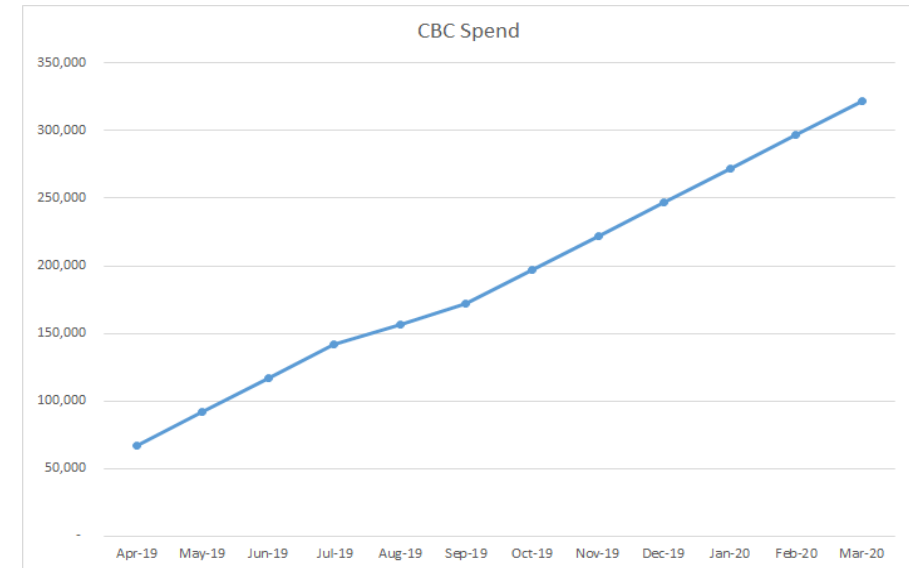
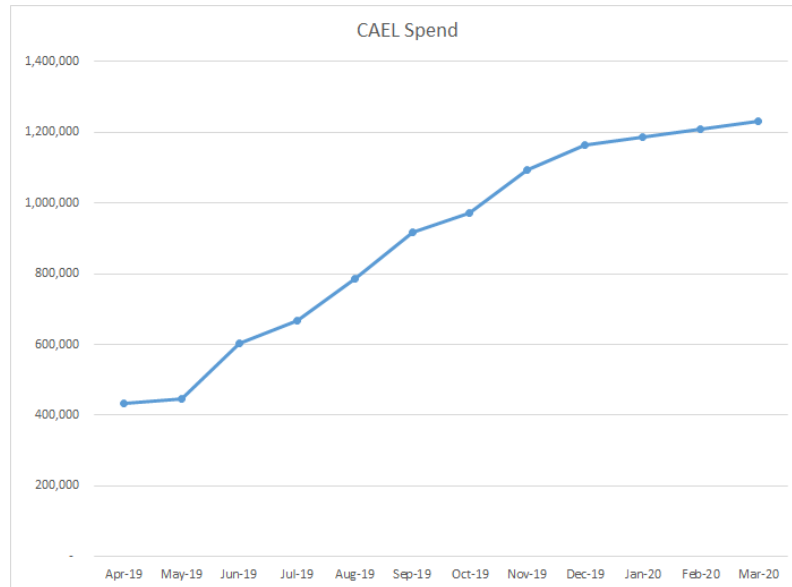
Work on the CNG south-side grid connection is ongoing.

Risks/Issues	Finance	Forward Look
<ul style="list-style-type: none"> <li>CNG Development build-out schedule risks heat sales</li> <li>CNG project delays and RHI registration</li> </ul>	<ul style="list-style-type: none"> <li>Loan agreement and associated documents finalised.</li> <li>£80k of equity received</li> <li>£400k initial May drawdown received</li> <li>£200k July drawdown received</li> <li>£200k Oct drawdown received.</li> <li>£100K March drawdown received</li> </ul>	<ul style="list-style-type: none"> <li>Lease agreement CBC/CAEL – to be drafted</li> <li>Developer Agreement – to be drafted</li> </ul>

# Colchester Amphora Energy Ltd

## CNG Heat Network Project Progress Summary P12

Heat  
Network  
2019-20  
spend  
profile



### Performance Update

- Five boreholes installed and tested.
- Additional energy modelling to be carried out with borehole results to update the TEM
- Preparation of tender documents to design, build and operate the heat network are near completion
- A final business case to go to Cabinet Aug 2020.

### Risks/Issues

- Planning consent, build delays and RHI – heat on
- Long build-out schedule of CNG re: heat demand/sales/income
- Heat Centre completion and BEIS expectation
- Utilities connection costs
- Heat Network pipe civils installation costs
- Covid-19 related delays



## Programme Status

### July 2019

Scheme	Initial Technical & Legal Due Diligence	Soft Market Testing of installation contract	Grant & RHI legal advice	Borehole no. 1 test	Long term technical advisor appt	Scheme Design to RIBA 3 by technical advisor	Boreholes no. 2, 3, 4, 5	D&B Procurement start process	D&B Contractor Appt	Planning Consent	Start on Site Energy Ctr	First heat delivery	Practical Completion
CNG Heat Network	Complete	Complete July 18	Complete Aug 18	Complete Aug 18	Nov 18	May 19	Aug 19	May 19	Sept 19	Sept 19	Nov 19	Nov 20	Dec 23

### December 2019

Scheme	Initial Technical & Legal Due Diligence	Soft Market Testing of installation Contract	Grant & RHI legal advice	Borehole no. 1 test	Long term technical advisor appt	Scheme Design to RIBA 3 by technical advisor	Boreholes no. 2, 3, 4, 5	D&B Procurement Start process	D&B Contractor Appt	Planning Consent	Start on Site Energy Ctr	First heat delivery	Practical Completion
CNG Heat Network	Complete	Complete July 18	Complete Aug 18	Complete Aug 18	Nov 18	Jan 20	31 Dec 20	Feb 20	Aug 20	Apr 20	Oct 20	Jul 21	Dec 23

### April 2020

Scheme	Initial Technical & Legal Due Diligence	Soft Market Testing of installation Contract	Grant & RHI legal advice	Borehole no. 1 test	Long term technical advisor appt	Scheme Design to RIBA 3 by technical advisor	Boreholes no. 2, 3, 4, 5	D&B Procurement Start process	D&B Contractor Appt	Planning Consent	Start on Site Energy Ctr	First heat delivery	Practical Completion
CNG Heat Network	Complete	Complete July 18	Complete Aug 18	Complete Aug 18	Nov 18	April 20	Complete 31 Dec 19	May 20	Sept/ Oct 20	April 20	Nov 20	Nov 21	Dec 23

## Colchester Amphora Energy Ltd

### Actual/Forecast Draw Down

Month	Opening Balance	Actual Draw Down	Total Draw Down
	£000's	£000's	£000's
Jun-19	-	400	400
Jul-19	400	200	600
Aug-19	600	-	600
Sep-19	600	-	600
Oct-19	600	200	800
Nov-19	800	-	800
Dec-19	800	-	800
Jan-20	800	100	900
Feb-20	900	-	900
Mar-20	900	100	1,000
Apr-20	1,000	-	1,000
May-20	1,000	100	1,100
Jun-20	1,100	-	1,100
Jul-20	1,100	-	1,100
Aug-20	1,100	-	1,100
Sep-20	1,100	100	1,200

Month	Opening Balance	Actual Draw Down	Total Draw Down
	£000's	£000's	£000's
Oct-20	1,200	-	1,200
Nov-20	1,200	100	1,300
Dec-20	1,300	-	1,300
Jan-21	1,300	100	1,400
Feb-21	1,400	-	1,400
Mar-21	1,400	100	1,500
Apr-21	1,500	-	1,500
May-21	1,500	100	1,600
Jun-21	1,600	-	1,600
Jul-21	1,600	100	1,700
Aug-21	1,700	-	1,700
Sep-21	1,700	100	1,800
Oct-21	1,800	-	1,800
Nov-21	1,800	100	1,900
Dec-21	1,900	-	1,900
Total		1,900	



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# Colchester Amphora Homes Ltd

## Performance Summary P12

CAHL

	Full Year Budget £'s	YTD Budget £'s	YTD Actual £'s	YTD Variance B/(W) £'s	Full Year Forecast £'s	Full Year Variance B/(W) £'s
Income	150,000	150,000	195,953	45,953	195,953	45,953
Expenditure	(112,091)	(112,091)	(182,148)	(70,057)	(182,148)	(70,057)
	37,909	37,909	13,804	(24,104)	13,804	(24,104)

### Performance Update

Creffield Road - Following planning approval CAHL is continuing to value engineer the site. The land acquisition is complete and the site is now owned by CAHL. The procurement process is underway with the appointment of architects to RIBA 7 and project managers. Hoardings, asbestos removal, various surveys to utilities and demolition works are all complete. CAHL is now processing Phase 2 archaeology works whilst working on tender documents and finalising detailed architectural drawings.

St Runwald Street - the latest designs are being considered and review of a development appraisal.

Mill Road - the housing appraisal has been completed, to assist CBC in its S.106 deliberations.

Military Road – the delivery is being managed by CAHL. Architects to RIBA 7 have been appointed.

### Risks/Issues

- Creffield Road - archaeology phase 1 completed, phase 2 being programmed. Project managers appointed and now processing procurement.
- Creffield Road - tenders out 23 April, returned 21 May, with site start on 15 June and completion April 2021.
- Military Road – tenders out 12 June, returned 24 July, with site start 1 August and completion November 2021.
- St Runwald Street – under review
- Mill Road – housing appraisal finalised

### Finance

- Creffield Road land purchase drawdown is complete.
- Military Road scope of services agreed and signed with the Client.
- Creffield Road construction budget and drawdown forecast complete.
- Creffield Road project programme complete.
- Creffield Road sales agent appointed.
- Scope of services agreed on Garage sites and Military Road generating a fee income for CAHL.

### Forward Look

- Phase 2 future development sites are to be identified.

## Colchester Amphora Homes Ltd Garage Site Progress Summary P12

Garage Sites - Phase 1 Programme								
PROJECT	Technical and Legal Due Diligence	Architect Procured	Soft Market Testing - Build Contract	Contractor Appointment	Planning Consent	Land Acquisition (exchange)	Start on Site	Practical Completion
Buffett Way	Jul-19	May-19	N/A	Aug-20	Jan-20	N/A	Oct-20	May-21

Hardings Close	May-19	May-19	N/A	Jul-20	Feb-20	N/A	Oct-20	May-21
Scarfe Way	Jul-19	May-19	N/A	Aug-20	Jan-20	N/A	Oct 20	May-21

Risks/Issues	Finance	Forward Look
<ul style="list-style-type: none"> <li>Hardings Close to be tendered first, to test the market due to Covid-19. The programme has been adjusted to reflect.</li> </ul>	<ul style="list-style-type: none"> <li>Contractor costs have been supplied by CBH and fees/scope of services adjusted accordingly.</li> <li>Development appraisals are now being prepared.</li> </ul>	<ul style="list-style-type: none"> <li>Buffett Way, Scarfe Way and Hardings Close tender packages being put together by CBH with Programme target dates to give contractors a better idea for pricing.</li> <li>Buffett Way planning application to be re-submitted.</li> <li>Scarfe Way non material amendment to be submitted.</li> </ul>

## Colchester Amphora Homes Ltd

### CAHL Phase 1 Progress Summary P12

CAHL - Phase 1 Programme							
PROJECT	Technical and Legal Due Diligence	Architect Procured	Contractor Appointment	Planning Consent	Land Acquisition (exchange)	Start on Site	Practical Completion
Creffield Road	July 18	June 18	May 20	Sept 19	July 19	June 20	April 21
Military Road	July 18	June 18	August 20	Oct 19	N/A	August 20	November 21
St Runwald Street	July 18	June 18	April 21	Jan 21	March 21	June 21	Aug 22
Mill Road	Sept 18	Aug 18	Aug 20	Aug 20	May 21	Sept 21	March 24 (final phase)

## Colchester Amphora Homes Ltd

### Actual/Forecast Draw Down

Month	Opening Balance	Actual Draw Down	Total Draw Down
	£000's	£000's	£000's
Jul-19	-	400	400
Aug-19	400		400
Sep-19	400		400
Oct-19	400		400
Nov-19	400		400
Dec-19	400		400
Jan-20	400		400
Feb-20	400		400
Mar-20	400		400
Apr-20	400		400
May-20	400	200	600
Jun-20	600		600
Jul-20	600		600

Month	Opening Balance	Actual Draw Down	Total Draw Down
	£000's	£000's	£000's
Aug-20	600	100	700
Sep-20	700		700
Oct-20	700	100	800
Nov-20	800	200	1,000
Dec-20	1,000	100	1,100
Jan-21	1,100	200	1,300
Feb-21	1,300	100	1,400
Mar-21	1,400	100	1,500
Apr-21	1,500	200	1,700
May-21	1,700	200	1,900
Jun-21	1,900	100	2,000
Jul-21	2,000	100	2,100
Total		2,100	