

27 July 2021

Report of	Assistant Director Place & Client	Author	Andrew Tyrrell
Title	Annual Report of Colchester Commercial Holdings Limited for 2020/21		
Wards affected	Not applicable		

1. Executive Summary

- 1.1 This report sets out the performance summary and activities of the Council's wholly owned commercial companies during the fiscal year for 2020-21. It was a challenging and unexpected year, being affected from March 2020 by the global pandemic of Covid and impacts across all of the companies' activities.
- 1.2 However, with prudent and agile planning, the commercial companies were able to deliver on their revised dividend target of £226,000 to the Council, as well as deliver some significant milestone achievements. It was also a year in which the Council won two prestigious awards relating to the creation and operation of the companies:
 - 'Entrepreneurial Council of the Year' at the 2020 Local Government Chronicle (LGC) Awards
 - 'Best Commercial Council' at the 2020 Municipal Journal (MJ) Awards

2. Recommended Decision

- 2.1 The Committee is invited to review the performance of Colchester Commercial Holdings Limited (CCHL) and its subsidiaries, during 2020/21, having regard to the performance information for the year provided in Appendix 1.
- 2.2 The Committee is also invited to make any recommendations to Cabinet on CCHL performance management arrangements for 2021/22 and/or beyond.

3. Reason for Recommended Decision

- 3.1 The Governance and Audit Committee has the responsibility to act as the shareholder committee for the Council companies. As part of this role the Committee is required to:
 - Consider and review the activities and performance of Colchester Commercial (Holdings) Limited and its subsidiary companies;
 - Monitor, challenge and make recommendations to Cabinet regarding Colchester Commercial (Holdings) Limited and its subsidiary companies; and
 - Make recommendations to Cabinet on how it should exercise the functions flowing from its ownership of shares in Colchester Commercial (Holdings) Limited and its subsidiary companies.
- 3.2 Colchester Commercial Holdings Limited (CCHL) is a wholly owned company of the Council and has a key role to play in contributing to the achievement of the Council's strategic objectives. CCHL is the holding company for three separate subsidiaries, providing numerous products, services, and opportunities that

reflect the Council's strong public sector ethos as shareholder, but also see the companies operating in a commercial market. The subsidiary companies are:

- Colchester Amphora Energy Ltd
- Colchester Amphora Homes Ltd
- Colchester Amphora trading Ltd

3.3 The companies helped deliver (as some examples):

- the new £28.8m Colchester Northern Gateway Sports Park that is now open for residents to enjoy.
- The first mixed tenure housing that completes in July 2021 and has already proven popular with sales due to the high-quality living available.
- A complete overhaul of the old analogue CCTV system with a successful new digital CCTV network that has intensified and expanded network coverage, making Colchester an even safer place.

3.4 Other examples of activities are set out in the report and considered by the Committee, which demonstrated ongoing good performance by the companies despite the challenges that have affected their operations throughout the whole of the fiscal year period 2020-21 under review.

4. Alternative Options

4.1 Not to review the performance of the Amphora companies: However, this would not satisfy the requirements of the Governance & Audit Committee in its role as the Shareholder Committee.

5. Background Information

5.1 Governance of the Companies

- 5.1.1 The Localism Act 2011 enabled local authorities to undertake activities designed to make a profit, but only if delivered within a trading company structure. Using these powers, the Council established wholly owned companies that were incorporated under the Companies Act 2006 on 1 June 2017 and began operating from 1 April 2018.
- 5.1.2 Colchester Commercial Holdings Limited (CCHL) is a private holding company limited by shares, with the Council being the sole shareholder. The Council therefore retains full control over the direction of the companies.
- 5.1.3 The Council signed a 12-year Management Agreement with CCHL in March 2018. The Management Agreement between the Council and CCHL sets out how the company will provide a range of services to the Council, as well as managing some budgets and services on behalf of the Council. The Company then manages its budget within the overall management fee and through income that the companies generate from their activities.
- 5.1.4 CCHL has 3 subsidiary companies:
- Colchester Amphora Energy Ltd (CAEL);
 - Colchester Amphora Homes Limited (CAHL); and
 - Colchester Amphora Trading limited (CATL)
- 5.1.5 As the Council is the sole shareholder, the Board of CCHL consists of four Councillors and the Group Commercial Director. The representation on the Board allows the Council to offer direction to the holding company (and its subsidiaries), whilst providing it with the ability to operate in a commercial marketplace to drive forward delivery as outlined in the agreed Business Plans. Business Plans are agreed by Cabinet annually, following recommendation by the Governance & Audit Committee (January)
- 5.1.4 The Board has overall responsibility for ensuring compliance with the Shareholder Agreement. The Directors hold the responsibility for making decisions, providing leadership, and monitoring the performance of the company. Directors are also responsible for obtaining appropriate legal, financial and tax advice to enable them to make informed decisions about the running of the company, as well as maintaining and regularly reviewing a robust risk management framework.
- 5.1.5 The performance is also monitored by the Council in liaison meetings that include officers from both the Client Team and Finance Team; as set out within the Liaison Protocol appended to the Management Agreement. Both financial and non-financial KPIs are monitored, whilst a range of related matters are also discussed to ensure suitable governance is in place. The Client Team also helps align and coordinate company activities with other Council services.
- 5.1.6 All of the companies are subject to any audit and inspection requirements of the Council. The Management Agreement referred to above also sets out these audit requirements. External audit remains an essential element in accounting for public money and makes an important contribution to the stewardship of the Council's public resources. It also supports local democracy by helping to ensure that members and officers are accountable to the communities they serve and by providing assurance that the public money they manage has been properly spent.

- 5.1.7 Copies of audited accounts must be provided to the Council as soon as reasonably practicable after external audits. The Company also undertakes all internal and external audit to comply with the law. Similar requirements also exist for complaints, enquiries and legal proceedings related to any services provided by the companies.
- 5.1.8 Under a Service Level Agreement (SLA), the Companies also pay the Council a fee for the provision of a number of services, such as Human Resources, IT and Customer Services. The current SLA runs from 1 April 2021 to 31 March 2024 and sets out the respective roles and responsibilities of each party in the provision of the services. The annual fees for the services provided by the Council are also detailed.
- 5.1.9 The partnership Agreements help CCHL ensure that it, and the subsidiary companies, deliver against their individual Business Plan targets. The overarching Business Plan for CCHL sets out that the holding company provides the strategic direction, financial performance monitoring and senior management capacity for the subsidiary companies.
- 5.1.10 The above shows a strong governance structure that has now operated for 3 years. Good governance, accountability and transparency are essential to Council activities and a cornerstone to improving public services. In discharging this accountability, the Council has made proper arrangements for the governance of its companies. This has been confirmed by the Audit of company governance that was completed in March 2021, and concluded that there was a sound, robust, management of the companies giving reassurance for protection of the Council's financial and reputational investment in them.
- 5.1.11 In addition to the Audit findings, having set up the companies in the way that they operate, the Council won the 'Entrepreneurial Council of the Year' award at the prestigious LGC Awards 2020. The Council also won the award for the 'Best Commercial Council' at the annual Municipal Journal (MJ) Achievement Awards. Both of these honours were achieved against fierce competition and a record number of submissions from Councils across the UK. To be recognised for the innovation, ambition and achievement shown by the Council and the Amphora group of commercial companies is a significant achievement.
- 5.1.12 One of the deciding factors that clinched the awards was the range of complementing commercial pursuits that were seen to be a uniquely diverse mix of activities, making the Amphora Group capable of cross subsidising each subsidiary before returning a dividend to the Council. This allows the Council more control and capabilities in leading the delivery of multiple-faceted developments (combining and maximising links between housing, energy, and trading activities) where many Councils have only created a single housing company, or an events company, etc.

5.2 Financial Performance

- 5.2.1 In 2019-20, prior to Covid, the companies delivered their forecast dividend of £394,000 which was reinvested in public services by the Council. With the Covid pandemic affecting all Council and company activities from the end of March 2020, it became clear that income would be affected in 2020-21, and a revised dividend forecast was recommended by the Governance and Audit Committee on 25 June; of £226,000. This recommendation was then agreed by Cabinet.
- 5.2.2 The companies were affected by Covid throughout the year, whether through the weddings, concerts and other events, the construction of the many major projects, or other areas of operations. Despite this, having agreed the revised targets in June, the companies were able to navigate uncertain times and deliver the anticipated dividend

payment to Colchester Borough Council (CBC) of £226,000. This will be reinvested into council services for the benefit of the residents, business, and visitors of Colchester.

- 5.2.3 The companies also generate other income for the Council aside from the headline dividend. The companies pay rent for use of the Council office space that they occupy, they also pay for the services they receive from the Council under the SLAs, as well as paying for use of the Council's venues in order to deliver the commercial events programme. These income streams were not affected by Covid and remained consistent in 2020/21 with previous years.
- 5.2.4 The existence of commercial companies also allows the Council to access funding streams that are not available to the public sector, and for funding to be combined in projects where the Council and its companies form a partnership (each accessing their own grant or funding). The Heat Network is an example of this (see below for project updates on this).

5.3 Activities and Project Delivery Performance

- 5.3.1 Colchester Northern Gateway Sports Park: The completion and the opening of Colchester Northern Gateway Sports Park was a significant milestone. This £28.8 million development, completed in November 2020, now provides a regionally significant sports and recreation facility with state-of-the-art indoor and outdoor facilities. These include a mile long closed-circuit cycling track, a cycle pump track course, and learn to ride area for cyclists. There are then 3G pitches, grass rugby pitches and a multi-use sports centre complete with a dance studio, gymnasium and a velo studio.
- 5.3.2 In addition, the Sports Park links with walking and cycling routes that stretch for many miles beyond the site and provide access to the outdoors for people of all interests and abilities. The Sports park was completed with adapted bikes and hosts "wheels for all", helping to be inclusive. It is also now home to craft coffee makers "Paddy & Scott's", as their first venture in Colchester, meaning that non-sports participants can also enjoy the new facility.
- 5.3.3 Turnstone: Across the A12 from the Sports Park, agreements were also finalised for the "Turnstone" development that is now preparing for construction on site of a new multiplex of leisure and commercial uses. A revised planning application responding to the changing market caused by Covid was made by Turnstone Estates Limited on this Council owned land, and approved, before legal agreements were finalised bringing forward the development of this significant 10-acre site located adjacent to the Stadium and opposite David Lloyd.
- 5.3.4 The revised scheme, which will soon start on site in 2021/22 as a result of work through the last fiscal year, comprises:
- a 12 screen Cineworld cinema including a Super Screen and 4DX;
 - up to seven restaurant units;
 - two drive-thru units;
 - a ninety-bed hotel;
 - three indoor active leisure units;
 - car parking for 750 vehicles including electric vehicle charging points;
 - a high quality landscaped "piazza".
- 5.3.5 Companies such as Cineworld, Clip 'n' Climb (wall climbing), Hollywood Bowl (20 lane bowling alley) and Puttstars (adventure golf centre) are all new offers to Colchester,

whilst Travelodge have been signed for the hotel and will add to their nearby presence. All of this adds to the rich mix of the Northern gateway and helps gain momentum in the delivery of the masterplan, managed and/or delivered through the Council's companies.

- 5.3.6 "CNG South": As another part of the jigsaw emerging now, Colchester Amphora Trading are also leading on the Colchester Northern Gateway South development site that is currently the Mill Road Playing Field. This area has also started undergoing the planned transformational changes. The outline planning application for this site has undergone modelling and testing that will allow it to be determined in July 2021 after ongoing negotiations (led by CATL) with the two highways authorities, Essex County Council and Highways England. These were successfully concluded to show improvements to general traffic flows in the area once the development) and related road changes) have been implemented.
- 5.3.7 CATL also separated two elements out of the original application so that they could be fast tracked, as they did not generate traffic in themselves. These were "The Walk" and the Energy Centre relating to the "CNG Heat Network" (see below for more on both). This has seen construction on the CNG South site commence, readying the area for the forthcoming housing and commercial development, and allowing an infrastructure first approach to deliver the renewable energy and sustainable travel infrastructure before the occupiers of the site arrive.
- 5.3.8 "The Walk": Formerly known as "The Boulevard", CATL have project managed this development has started delivering the main pedestrian and cycling route through the northern gateway. Construction phases commenced on site in July 2020 and completed "Phase One" at the end of October, before recommencing "Phase Two" in March 2021. "The Walk" connects existing communities at Highwoods to the new developments and future communities of the Northern Gateway. In addition to the attractive tree-lined and traffic-free route being laid at present, the development also delivered some of the underground infrastructure that will serve the new housing and commercial development at "CNG South", as well as the cabling relating to the expanded LFFN Ultrafast Broadband network, CCTV and the pipes and borehole chambers for the "CNG Heat Network".
- 5.3.9 "The CNG Heat Network": The south sites also benefit from the "CNG Heat Network". The flagship project by the Council and Colchester Amphora Energy Limited (CAEL) has commenced on site, with the borehole chambers and related pipes being installed at the same time as "The Walk". The Heat Network project is continuing to install a low carbon District Heat Network to residents, businesses and other commercial users at Colchester Northern Gateway and progresses well, with the tender for its detailed design and construction issued towards the end of the 2020/21 year.
- 5.3.10 The Heat Network draws water from deep beneath the ground, in a chalk aquifer, that is then further heated through a heat pump and then will be delivered to provide clean energy to the new properties once built, meaning for example, that the new homes at Colchester Northern gateway will not require any gas boilers. The project was 1 of only 9 projects in the UK to gain grant funding from BEIS, with £3.45m having been awarded to Colchester. CAEL are delivering a project that uses technologies tested in Scandinavia, but never used at the large scale that Colchester is delivering elsewhere in the UK.
- 5.3.11 LFFN Broadband and CCTV: Across the Colchester urban area and, in particular, the town centre, work has continued at pace on building of Colchester's digital infrastructure with the CCTV system having been completely overhauled and modified at the same time as the delivery of the LFFN Ultrafast Broadband project. In one of the largest projects of its type undertaken by a local authority in the UK, more than 75km of new

fibre optic network was delivered across Colchester with a new direct link to the UK's main internet exchange at Telehouse (London).

- 5.3.12 Acting on behalf of CBC, CATL have been delivering this project using £3.35m of funding from DCMS and also secured the largest ever direct foreign investment in Colchester, by the Swedish digital infrastructure specialist, VX Fiber. This private investment is now expanding the ultrafast networks to reach thousands of residential and business premises across the town, including access into some of the less affluent areas that would otherwise not have this service provided by the usual market providers. The network also provides the Council with the basis for future investment in 5G, wireless and 'smart' city technologies.
- 5.3.13 The new digital infrastructure, and related groundworks, also facilitated the upgrade of Colchester's CCTV system to a modern, digital, platform. The digital CCTV system was commenced in 2020 during lockdown conditions, being coordinated with planned High Street pavement repair works by ECC and allowing the infrastructure to be installed in the town centre before it began re-opening to the public. Retailers have given positive feedback on the CCTV, and it has also gained very good reviews from the Police, with the improved picture quality having resulted in assisted arrests as soon as it began "going live".
- 5.3.14 First New Homes: Colchester Amphora Homes Limited (CAHL) have also had their first homes constructed at Creffield Road. The "Creffield Villas" scheme sees 8 new homes (6 private market and 2 affordable homes) gain planning permission, be tendered (with a local company having won the construction contract) and then commence on site. Nearing completion, at the end of March the company began to sell their first homes. This is a milestone for the first project by the Council's housing company and despite the challenges of a year under Covid conditions CAHL has made excellent progress through 2020/21 to support the Council's commitment to improving the quality and availability of homes for private sale and social rent.
- 5.3.15 Construction completes on the redevelopment of the locally listed Victorian property in July 2021, having turned the former HMO into six one and two-bedroom apartments and completed the construction of two, new, three-bedroom family houses in the grounds. The site also marks the path of a Roman road uncovered during pre-construction archaeological works, which has helped further understanding of how this area was used during the Roman occupation of Colchester.
- 5.3.16 Work by CAHL also progressed on the design of schemes at St Runwald Street and Mill Road that will see CAHL deliver approximately 400 homes in their "Phase One" developments. "Phase Two" sites at Vineyard Street and Britannia Car Park were also announced in March 2021 and some early design and feasibility work was completed on these sites during 2020/21.
- 5.3.17 In addition to their mixed tenure "commercial" housing projects, CAHL are also project managing some of the Council's "New Council Housebuilding Programme" that seeks to deliver 100% affordable housing totalling 350 additional affordable homes by the end of 2024. Under this Housing Revenue Account (HRA) funded Programme, CAHL are appointed to deliver the "Garage Sites Phase 2", "Parade Ground Mews" scheme (at Military Road) and the "Garage Sites Phase 3" projects. All of the HRA-funded social housing is built to the Government's Future Homes 2025 principles, making them the most sustainable and energy efficient homes the Council has built to date. The HRA-funded projects see the housing company working in unison with the Council and also Colchester Borough Homes (CBH), who will manage the new affordable homes once completed.

- 5.3.18 “Mercury Rising”: Likewise, CATL also worked harmoniously with CBH on the regeneration of the Mercury Theatre. This landmark development in the town centre, was a project that was project managed by Amphora, whilst the construction management included CBH, working with Phelans. The project assists now with the roots of recovery in the creative sector and, in addition, was the only construction site that managed to continue working non-stop throughout all stages of the Covid-19 pandemic including the first lockdown period in March/April 2020.
- 5.3.19 “Jacks”: The refurbishment of “Jacks”, a much-loved historic building, was also completed in 2020. Restoring this historic town centre building will be complemented in 2021 by the delivery of the adjacent St Nicholas Square (also being managed by CATL) and made the empty commercial property ready for practical use by Three Wise Monkeys, who have leased the building and expand their operations from the adjacent building after a difficult year for all town centre operators, but especially hospitality sectors.
- 5.3.20 Events: Arguably, the hardest hit activities for the Council’s companies were also in this hospitality sector. Weddings were significantly affected, repeatedly, and disruptively to any ongoing planning through the year. The events company, within CATL, have worked very hard with couples affected by the uncertainty to manage this flexibly. Weddings have recommenced in small and limited ways, then more recently with increasing numbers, and will continue to recover through the 2021/22 year and beyond.
- 5.3.21 Similarly, the Council’s events company in CATL had established Colchester firmly on large events circuits. The Castle Park concerts in 2018 and 2019 has increased Colchester’s profile and the growing reputation had led to even more large concerts planned in 2020 that were then cancelled. The other events, including the national and international acts performing at Charter Hall were also largely cancelled although a few events did occur in the period when lockdown measures were more relaxed.
- 5.3.22 The 2020/21 year therefore became one of rescheduling and planning for post-Covid recovery so that the previous events programme that had been so successful could be re-established without delay. Olly Murs has been confirmed for August 2021, with tickets going on sale during the 2020/21 fiscal year. In addition, CATL were able to secure the Women’s Tour of Britain for Colchester, not only during 2021, but also for 2022 when Colchester will host the “Grand Depart” esteemed beginning of the Tour.
- 5.3.23 Colchester will see the Tour take place on 7 October, when residents and visitors will be able to see the biggest all-female cycle race in the world. The event will be televised to millions of viewers, internationally, and attracts the best riders, including Olympic and world champions, as well as the most elite British riders and stars of the future. CATL helped secure the event for the Council as part of its commitment to promoting health and wellbeing, and to help boost the economy of the borough.

6. Equality, Diversity and Human Rights implications

- 6.1 Under the Equality Act 2010, Section 149, a public authority must, in the exercise of its functions, have due regard to the need to:
- eliminate discrimination, harassment, victimisation, and any other conduct that is prohibited by or under this Act;
 - advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and

- foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

6.2 The performance reported herein will have no disproportionate impact on, nor disadvantage, any protected group. A number of the projects and activities delivered by the companies directly attempt to improve lives of vulnerable users, bridge inequalities, and provide greater opportunities for all.

6.3 As a few specific examples, Helpline provides a service that has helped vulnerable residents throughout lockdown, who were reassured by knowing that their safety was being monitored and that they had support. In the Sports Park, there are features, activities and facilities providing for equality such as “Wheels for All”, adapted bikes available, and a Changing Places toilet. The Broadband delivery is also facilitating improved speeds for less affluent areas that would not be provided for by usual market operators, helping disadvantaged communities work from home or operate their small businesses more easily.

7. Strategic Plan References

7.1 The services and projects delivered by CCHL and its subsidiaries contribute directly to the priority areas:

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

7.2 As some specific individual examples, the Strategic Plan stated that in 2020/21 the Council would:

- Commence construction of the Northern Gateway Heat Network
- Agree “Phase 2” sites for development by Amphora Homes and undertake feasibility and viability assessments
- Deliver the first mixed tenure housing site built by the Council at Creffield Road
- Deliver the Local Broadband Full Fibre Network project
- Complete the Mercury Rising project
- Work to deliver a scheme redevelopment for Vineyard Gate car park to showcase the Town Wall and provide a welcoming arrival point for visitors to the historic town with interpretation and on-site presentation of surviving archaeology and heritage assets
- Seek grant funding and implement schemes to enhance Balcerne Square and St Nicholas Square as new public spaces to showcase the adjacent assets

8. Consultation

8.1 There is no specific consultation consideration in relation to this report.

9. Publicity Considerations

9.1 There is no specific publicity consideration in relation to this report.

10. Financial implications

- 10.1 In terms of overall governance, the companies operate as separate organisations with financial regulations agreed by relevant company boards. Where the companies are spending money on behalf of the Council then all approvals are required to be in line with normal Council procedures.
- 10.2 In terms of the financial assumptions and dividend targets, when the companies were set up the financial targets and estimated dividend for 2018 to 2020 was broadly based on existing budget assumptions when services were operating within the Council. The original Business Plan period ran until 31 March 2020 and a new Business Plan period has now been entered into from 1 April 2021.
- 10.3 Funding for the company (and certain CATL services) is via a Management Fee paid by the Council and through income that the companies generate. In addition, separate agreements will provide loan finance to the housing and energy subsidiaries. These have been subject to separate reports agreed by Cabinet and as such are not set out in detail within this report.
- 10.4 The performance in the third year shows that CCHL delivered against its target dividend for 2020/21 of £226,000. The companies also met their financial targets for 2018/19 and 2019/20. Further details can be found in the previous Governance & Audit Annual Report and within Appendix 1.
- 10.5 Prior to Covid, the 2020/21 target dividend as set out in the CCHL Business Plan and council budgets had assumed an increase in income for the Council of £135,000 to £529,000 (from the £384,000 dividend returned in 2019/20). The Business Plan for CCHL had set out how this was expecting to be delivered.
- 10.6 However, given the unforeseen impacts of Covid from March 2020 and remaining throughout the whole financial year, the CCHL Board advised that they were expecting that the dividend for this financial year would be lower, and the current forecast was a dividend of £226k. This was agreed in June 2020 and has been met herein; this being the figure on which the revised Council budget as based too.

11. Health, Wellbeing and Community Safety Implications

- 11.1 Health and wellbeing is influenced by a number of factors, many of which fall under the responsibility of the Council. The Company activities span various aspects and assist the Council to do all it reasonably can to promote positive health benefits to our residents; whilst reducing, removing, or minimising any unintended consequences to health that may arise from services or decisions.
- 11.2 A specific example would be the improvements to the CCTV network that are already assisting with arrests and helping to prevent crime and make the town centre an even safer place. Projects such as the Northern Gateway Sports Park, as a prime example, are also designed to improve health and wellbeing, as are trading operations such as Helpline.

12. Health and Safety Implications

- 12.1 The matters herein do not result in harm to the health and safety of the general public or raise any specific health and safety issues related to this report.

13. Risk Management Implications

- 13.1 CCHL has a risk register that is actively managed. Each of the subsidiary companies also have their own risk register. All of the companies have a Business Continuity Plan. A key risk associated with the companies concerns the financial risk attached to the delivery of income targets (capital and revenue) and management of costs. This is actively managed through regular monitoring and reporting on the financial position and the governance arrangements detailed within this report. Risks around project delivery are also managed between Project Managers in the companies, the Client Team in the Council, other relevant service areas or others as required on an individual case basis.

14. Environmental and Sustainability Implications

- 14.1 The Council has declared a Climate Emergency and has committed to being carbon neutral for its operations by 2030. Many of the company activities are helping deliver projects that will contribute towards the achievement of sustainable development as defined in the National Planning Policy Framework. Achieving sustainable development means that the meeting three overarching objectives, which are interdependent and need to be pursued in mutually supportive ways. These are economic, social, and environmental objectives.
- 14.2 This report outlines some of the projects and the activities of the companies that will help meet the targets. Projects such as the delivery of homes, jobs and sports and leisure provision, contribute towards sustainable communities. Projects such as the Heat Network, an innovative low-carbon energy network, make positive contributions to reducing the impact of growth. Thus, in summary, activities undertaken by the Council through its companies has considered the Climate Emergency and the sustainable development objectives set out in the National Planning Policy Framework (NPPF).

Appendices

Appendix 1 – Annual Report (see separate document)