

Scrutiny Panel Meeting

**Grand Jury Room, Town Hall, High Street,
Colchester, CO1 1PJ
Tuesday, 11 December 2018 at 18:00**

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

Information for Members of the Public

Access to information and meetings

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

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

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

Have Your Say!

The Council welcomes contributions and representations from members of the public at most public meetings. If you would like to speak at a meeting and need to find out more, please refer to the Have Your Say! arrangements here: <http://www.colchester.gov.uk/haveyoursay>.

Audio Recording, Mobile phones and other devices

The Council audio records public meetings for live broadcast over the internet and the recordings are available to listen to afterwards on the Council's website. Audio recording, photography and filming of meetings by members of the public is also welcomed. Phones, tablets, laptops, cameras and other devices can be used at all meetings of the Council so long as this doesn't cause a disturbance. It is not permitted to use voice or camera flash functions and devices must be set to silent. Councillors can use devices to receive messages, to access meeting papers and information via the internet. Looking at or posting on social media by Committee members is at the discretion of the Chairman / Mayor who may choose to require all devices to be switched off at any time.

Access

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

Facilities

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

Evacuation Procedures

Evacuate the building using the nearest available exit. Make your way to the assembly area in the car park in St Runwald Street behind the Town Hall. Do not re-enter the building until the Town Hall staff advise you that it is safe to do so.

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

COLCHESTER BOROUGH COUNCIL
Scrutiny Panel
Tuesday, 11 December 2018 at 18:00

The Scrutiny Panel Members are:

Councillor Beverly Davies	Chairman
Councillor Kevin Bentley	Deputy Chairman
Councillor Phil Coleman	
Councillor Chris Hayter	
Councillor Andrea Luxford Vaughan	
Councillor Lee Scordis	
Councillor Barbara Wood	

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 pecuniary interest or non-pecuniary interest.

5 Minutes of Previous Meeting

The Councillors will be invited to confirm that the minutes are a correct record of the meeting held on 27 November 2018 (to follow).

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 Central Support Futures Review

9 - 28

This report outlines the proposed service changes and financial savings following a review of Central Support Services.

11 Half Year 2018 - 2019 Performance Report including progress on 2018-2021 Strategic Plan Action Plan

29 - 72

The Panel is invited to consider the performance half year for the 2018 – 2019. This includes progress of our performance measures and an update on the Strategic Plan Action Plan (SPAP).

This report sets out the current Work Programme 2018-2019 for the Scrutiny Panel. This provides details of the reports that are scheduled for each meeting during the municipal year.

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

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

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

Report of	Assistant Director, Policy and Corporate	Author	Dan Gascoyne
Title	Central Support Futures Review		 282577
Wards affected			

1. Executive Summary

- 1.1 This report outlines the proposed service changes and financial savings following a review of Central Support Services.

2. Action Required

- 2.1 The Scrutiny Panel is asked to:
1. Consider the proposed changes and the extent to which they will ensure Policy and Corporate Services are fit for the future
 2. Scrutinise the financial savings proposed

3. Reason for Scrutiny

- 3.1 To ensure services are designed to be fit for the future and that adequate financial savings in relation to the services being reviewed are being achieved.

4. Background Information

- 4.1 The senior management restructure which came into effect on 1 July 2017 included a clear intention to commence a series of service reviews to be known as "Service Futures". These aim to drive out inefficiencies, progress further cultural change and take full advantage of our investment in Information Technology and more flexible ways of working.
- 4.2 A review of 'Central Support Services' was commenced in June 2018 and services in scope include Finance, ICT & Communications, Legal & Governance and People & Performance.
- 4.3 The range of services in scope for this review are shown in Appendix A.
- 4.4 A savings target of £150,000 (minimum) was agreed for this Review. A saving of £50,000 was built into the HR Service Centre element of the Customer Futures 2 Review, which also needs to be found. In addition to this £200,000 savings requirement, the project team has agreed to use the Review process to seek opportunities to balance ongoing pressures to get onto budget of at least £35,000 annually. As such, a working target of £250,000 was agreed to ensure the review provides a sustainable budget for future years.

Findings

- 4.5 A series of staff workshops were undertaken during July and September, which identified the following themes:
- Customer First principles should underpin the way we work
 - Implementing robust processes to develop business cases
 - Ensuring POCO lead by example in supporting change
 - Consistent planning, rollout & support to deliver effective self-serve including Office 365 & Sharepoint
 - Finding new ways of delivering services including in partnership
 - Better understanding capacity requirements and customer expectations due to workload pressures
 - Understanding the full impact of any changes on the organization
 - Working together not silos across POCO and CBC
 - Introducing appropriate charging for services to recover costs
 - Stopping unnecessary activities where possible
 - Invest to save approaches to new business case opportunities
- 4.6 Considerable consultation was also undertaken with other CBC services, Colchester Borough Homes (CBH) and Colchester Commercial (Holdings) Ltd. (CCHL) as customers of Policy and Corporate Services. 121 meetings, GMT discussions and an online survey all contributed to the evidence base about how these services are perceived from a customer perspective. These findings have informed the structural changes proposed.
- 4.7 Issues arising from consultation with staff and stakeholders can be grouped into five thematic areas:
- 4.6.1 Workforce – across central support services the consultation has revealed examples of increasing workloads, and in places poor resilience affecting peoples’ ability to be more proactive.
 - 4.6.2 Customers – feedback has demonstrated high levels of satisfaction across central support services and, with the exception of ICT, strong support for the Business Partner model. There is an expectation and need for ongoing ICT advisor-level support.
 - 4.6.3 Financial – services are tightly managed, lean in terms of resource and delivering well. This review will need to deliver the savings target whilst establishing a more future-proof budget and ways of working that support resilience.
 - 4.6.4 Digital – there is a clear need to consolidate the investment e.g. Office 365 and SharePoint platforms and support the move away from ‘legacy’ systems that are increasingly unsupported. Full delivery of the i-Trent payroll system will help to achieve savings associated with the HRSC.
 - 4.6.5 Transformation – the review has revealed opportunities to strengthen governance around change and make more effective use of resources across CBC to support a more integrated way of working including exploring shared service opportunities.

Vision for Policy and Corporate Services

- 4.8 As a result of the consultation undertaken with staff, customers, senior management and members, the following vision is proposed for this review:

“The Central Services Futures Review will provide greater **Workforce**

Resilience, make us more **Customer Focussed** and **Financially Sustainable**, and facilitate a **Digital by Default** approach, so we continue to be **Transformation Enabling** for the whole Council.”

Outcomes and Proposed Changes to Organisational Structure

4.9 Workforce Resilience

Outcomes

This review will aim to improve wellbeing & productivity; get the right capacity where it's needed, when it's needed with greater flexibility across teams; enable closer working between POCO teams and the rest of CBC services; reduce pressures from additional work and ensure tighter controls on resources.

Proposed Changes

Create a Finance Project Officer role; Senior Communications Business Partner role & Strategic HR Manager roles, additional business support in People & Performance and implement shared payroll service with Braintree and Epping Forest Councils. Review the opportunity to implement establishment controls across CBC.

4.8 Customer Focussed

Outcomes

Leading a 'One Council' approach to organisational development to remove silos; improving customer satisfaction with POCO services; achieving a better understanding of customer needs and expectations; strengthening the links between leadership of communications and marketing SMT/Cabinet.

Proposed Changes

Improve management and coordination of Business Partners across Communications, HR & Finance to support organisational development; manage demand better; move the head of communications to report directly to the AD for POCO; create Senior ICT Advisor post ICT Business Development post; provide fixed-term specialist support for Officer 365 & SharePoint; support increased shift to self-serve across Corporate Services

4.9 Financially Sustainable

Outcomes

A sustainable revenue budget with the ability to scale corporate activity to match Council ambitions; enabling more commercial approach to corporate services through understanding and covering true costs to secure cost recovery/income; reduced spend on external consultancy and better balancing resource pressures across Corporate Services where possible

Proposed Changes

Ensure adequate resources are available to cover corporate costs for significant areas of activity e.g. relating to major projects and the HRA (given the abolition of the borrowing cap); remove vacant roles where possible and adjust other roles to compensate; reduce consultancy spend across Corporate Services; accept certain reduced-hours requests relating to flexible retirement, without backfilling, and review benefits from Essex Procurement Hub going forward to avoid cost pressures and make better use of existing resources.

4.10 Digital by Default

Outcomes

Full delivery of the 2015 – 2028 ICT strategy and consolidation of cloud-based systems approach and support; continue to support migration from legacy systems; Increased resilience through better data protection; Cyber security; disaster recovery and embedding self Service where this shows an overall efficiency gain for the Council across Corporate Services. Free Strategic ICT and Communication manager to focus on corporate ICT to support digital transformation.

Proposed Changes

Create fixed term Office 365 resource to support and embed O365 & Sharepoint effectiveness; reduce Support Specialist posts from three to two (recognising move away from legacy systems) with budget to cover residual upgrade costs; include the Data Protection Officer acting-up role as part of the establishment; align Human Resources Service Centre (HRSC) resources with i-Trent implementation & further self-serve e.g. recruitment and review opportunities for greater self-service e.g. insurance claims.

4.11 Transformation Enabling

Outcomes

Ensure flexible and effective capacity for organisational transformation and change across CBC; improve collaborative working across teams/services; develop clearer governance and accountability for transformation activity and ensure greater resilience and reduced costs in Payroll through partnership with other Councils.

Proposed Changes

Establish a Shared Payroll Service with Braintree and Epping Forest Councils subject to business case; second key staff into 'shadow' payroll shared service (19/20 & 20/21); review governance processes and programme reporting for all CBC transformation activity to provide greater oversight and programme management by EMT and SMT; identify 'virtual' transformation resources across Central Support and other services to drive future organisational change with greater ownership whilst removing a vacant post and a manager post in the change & performance team.

4.12 Staff Restructuring Proposals

The current and proposed structures are shown in Appendix B to create an organisational structure to deliver against the objectives / outcomes set out above.

The table below summarises the 'net' position for each service area in relation to posts proposed to be deleted and created:

Staff Restructuring 'net position' with posts proposed to be deleted and created

Service Area	Posts Deleted	Status	FTE reduction	Individuals affected	Posts Created	FTE creation	NET
ICT	ICT Manager ICT Business Partner Support Specialist	Vacant Vacant Occupied	1 3 1	- - 3	Senior ICT Advisor ICT Business Service Co-Ordinator Comms BP 0.6 FTE Senior Comms BP	1 1 0.6 1	
			- 5 FTE			+3.6 FTE	-1.4 FTE
People & Performance	Change & Performance Manager Prog & Perf Mgr HR Business Partner People & Performance Officer HR Advisor Pension & Payroll Officer	Occupied Vacant Vacant Occupied Occupied Occupied	1 1 1 1 1 1	1 - - 2 5 1	Senior HR Manager HRSC Manager HR Business Assistant (0.5 FTE) Systems & Data Officer	1 1 1 1	
			-6 FTE			+4 FTE	-2 FTE
Governance	Risk & Insurance Officer (1FTE > 0.5FTE)		-0.5 FTE	-			-0.5 FTE
			-	-			
Finance					Finance Project Officer	+1 FTE	+1 FTE
			-11.5 FTE	12		+8.6 FTE	- 2.9 FTE

5. Equality, Diversity and Human Rights implications

No service reductions are being proposed therefore there are no implications.

6. Strategic Plan References

- 6.1 The proposed changes recommended in this review will strengthen the ability of POCO services to support the whole organisation to deliver against all themes in the [Strategic Plan 2018-21](#).

7. Consultation

- 7.1 The development of these proposals has been informed by engagement and consultation with staff in POCO services and other stakeholders including all other CBC services, CBH and CCHL. A formal 30 day consultation process is currently being undertaken with staff affected by these proposals to ensure they have an opportunity to give their views to inform the final decision to be taken by Cabinet.

8. Publicity Considerations

- 8.1 There are no publicity considerations.

9. Financial implications

- 9.1 The table below shows the savings that would be generated from this review as a contribution to the Medium Term Financial Plan. Any savings above the target of £200,000 will be used to offset known cost pressures to help ensure a sustainable budget for these services going forward. Elements in the cost savings / income row are subject to further due diligence, some of which is commercially sensitive, and cannot be guaranteed at this stage.

	2019/20	2020/21	2021/22
	£'000	£'000	£'000
Net staff restructuring	155	155	155
Flexible retirement opportunities	77	77	77
Sub Total	232	232	232
Cost savings/ income	90	90	90
Sub Total	322	322	322
ICT fixed term contract resources (net cost)	52.5	52.5	
Net savings / income Total	269.5	269.5	322

10. Health, Wellbeing and Community Safety Implications

- 10.1 'Workforce Resilience' and employee wellbeing are key objectives for this review but there are no wider health, wellbeing and community safety implications.

11. Health and Safety Implications

- 11.1 There are no health and safety implications.

12. Risk Management Implications

- 12.1 These proposals and the new structure is designed to provide additional capacity where it is needed to help mitigate risks and achieve better ways of working within POCO services and across the Council, providing a more sustainable budget going forward.

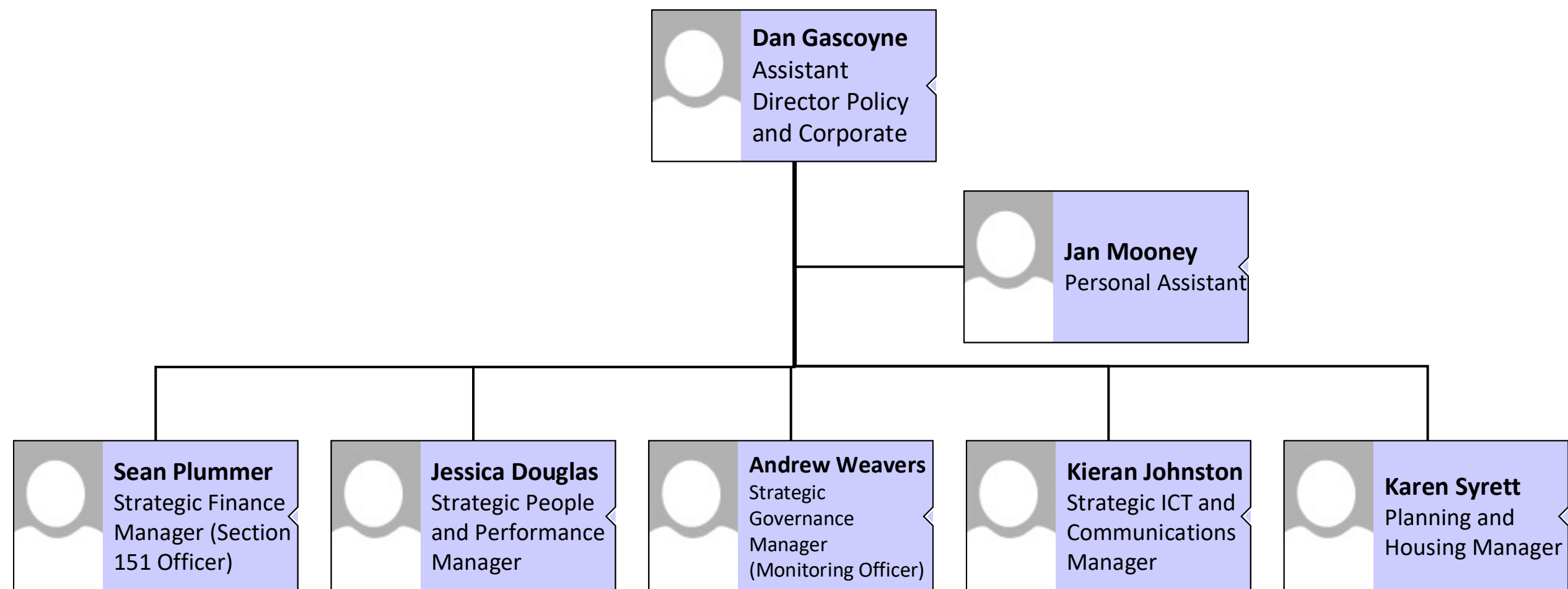
Appendices

Appendix A – Policy and Corporate Services in Scope for the Central Support Futures Review

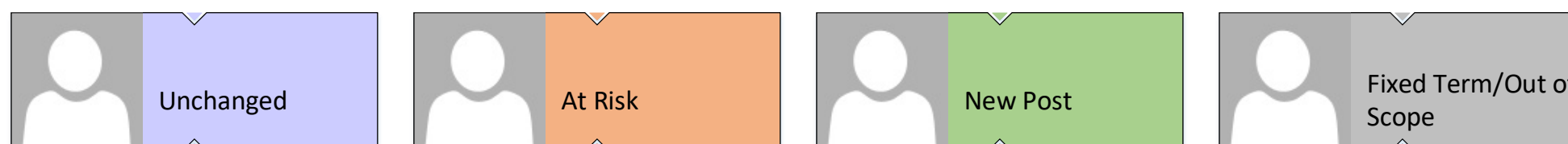
Appendix B – 'As Is' and 'To Be' Structure Charts

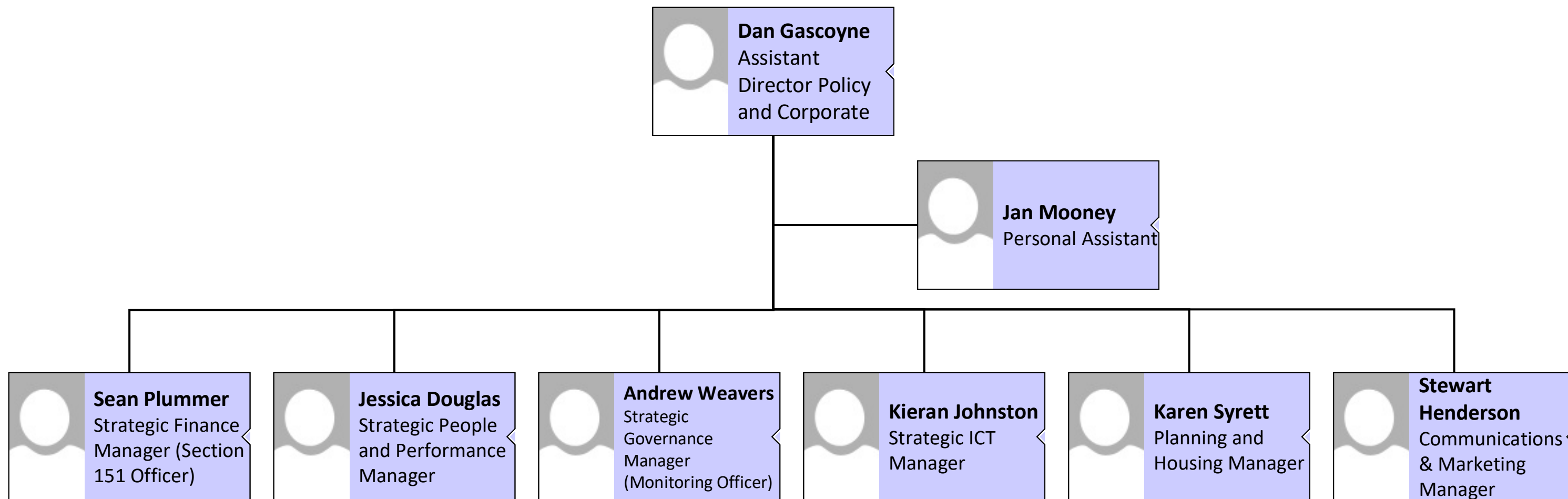
Appendix A : Policy and Corporate Services in scope for the Central Support Futures review

	2018/19 Budget						
	Staff	Non staff	Total Spending	Income	Net	Fte	Summary scope
	£'000	£'000	£'000	£'000	£'000		
Finance	721	115	836	(100)	736	14	<ul style="list-style-type: none"> Helps to manage and account for a gross budget of almost £140m and a balance sheet of £500m Compiles the Council's annual budget and produces a statement of accounts. Both of which are statutory processes. Accounts for the 'Collection Fund' including Council Tax income and NNDR. Manages the Council's reserves, borrowing (£150m) and investment portfolio (c£50m)
ICT and Communications	1,483	1,024	2,507	(382)	2,125	34	<ul style="list-style-type: none"> Support the Council's ICT infrastructure, and provide specialist advice on technology Manages external and internal communications and marketing work Manages technical functions connected with the Land Gazetteer, mapping and addresses
People and Performance	716	64	780	(183)	597	17	<ul style="list-style-type: none"> Provide strategic HR support for the organisation Provide HR processes through the HR Service Centre Manage the organisation's Learning and Development Programme Run 6 payrolls for CBC, CBH, CCH LTD, Colchester Amphora Homes; Trading; and Energy Support organisation-wide change programmes Gather and report corporate performance information
Governance	1,078	1,873	2,951	(334)	2,617	25	<ul style="list-style-type: none"> The Council's legal service Officers servicing committee meetings and supporting Cabinet and the Mayor Specialists managing the Council's health and safety, business continuity, insurance cover, risk management, emergency planning, corporate governance and procurement The team of Hallkeepers
Subtotal	3,998	3,076	7,074	(999)	6,075	90	

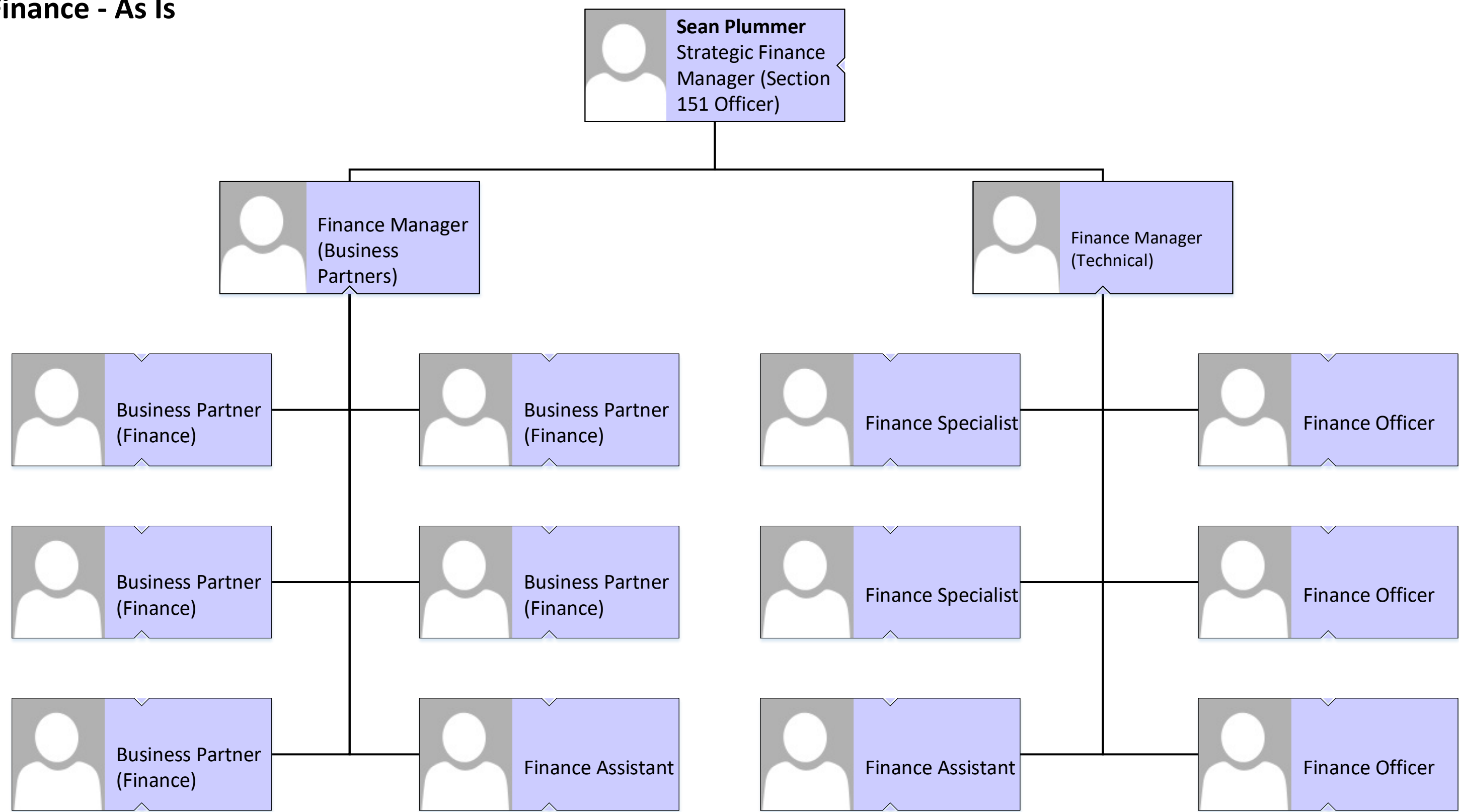


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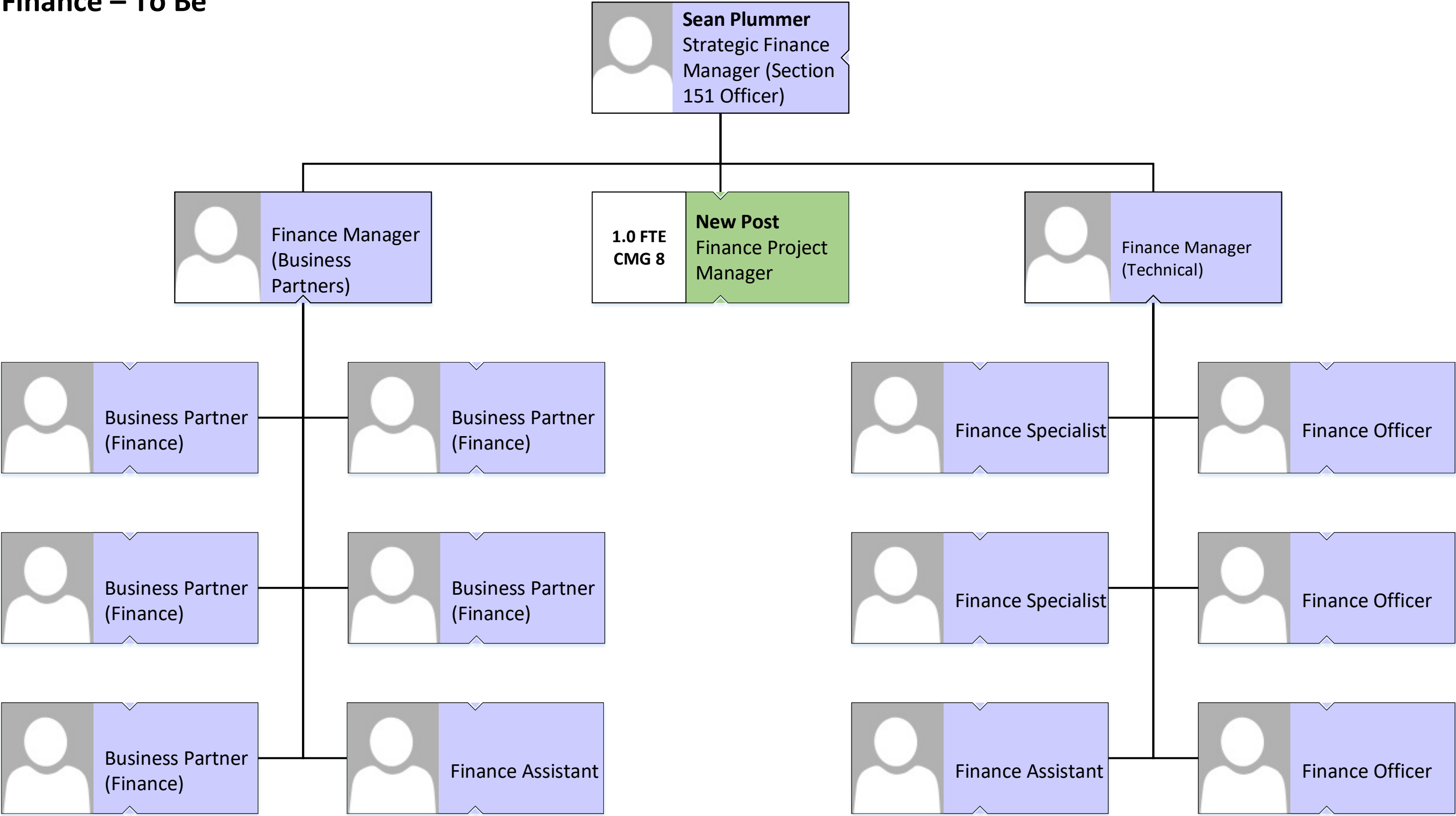




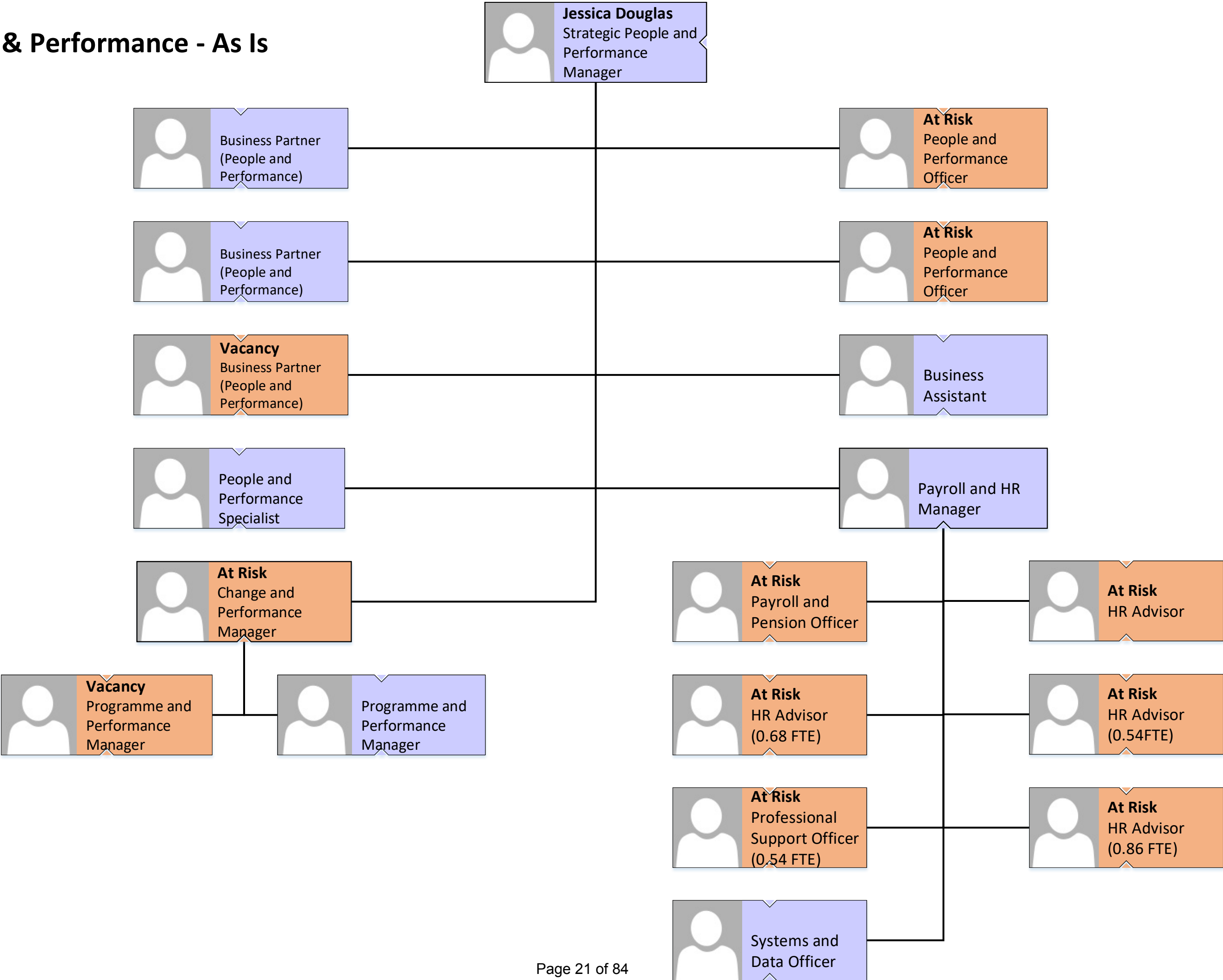
Finance - As Is



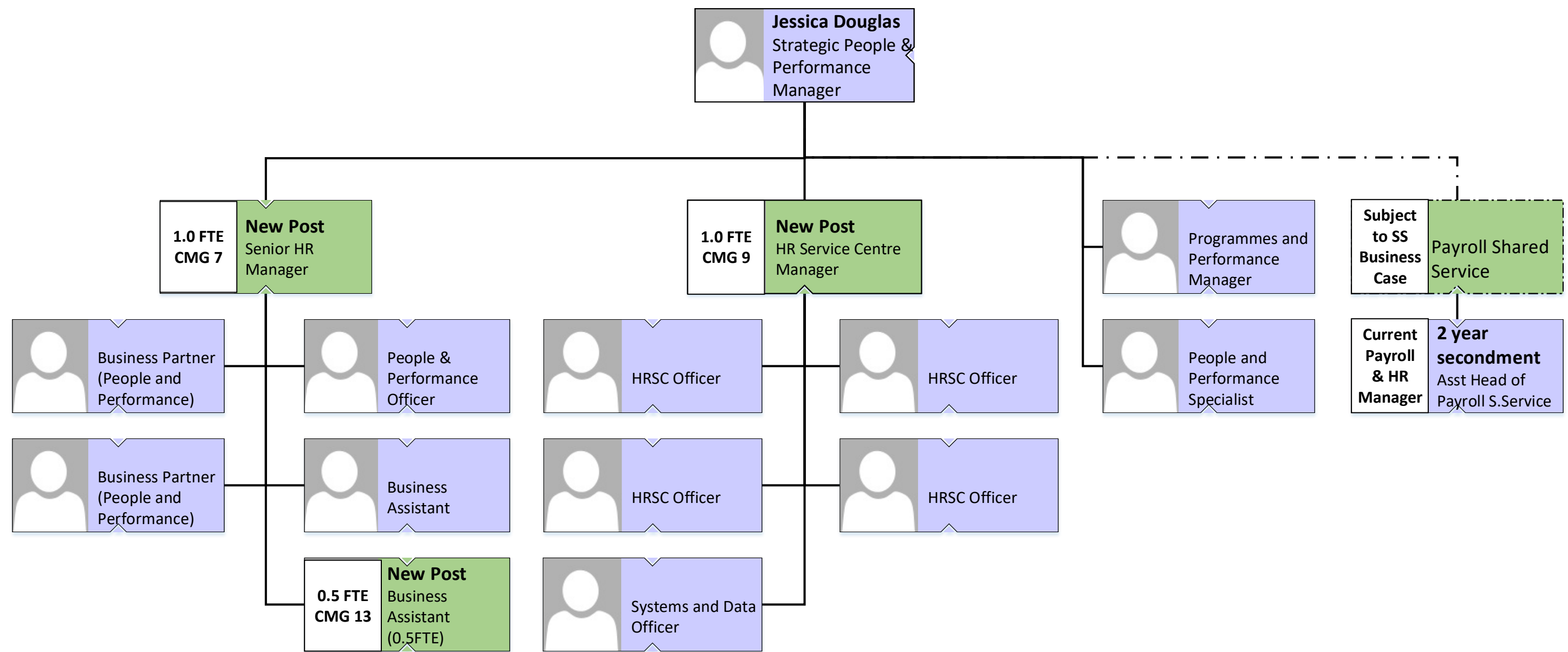
Finance – To Be



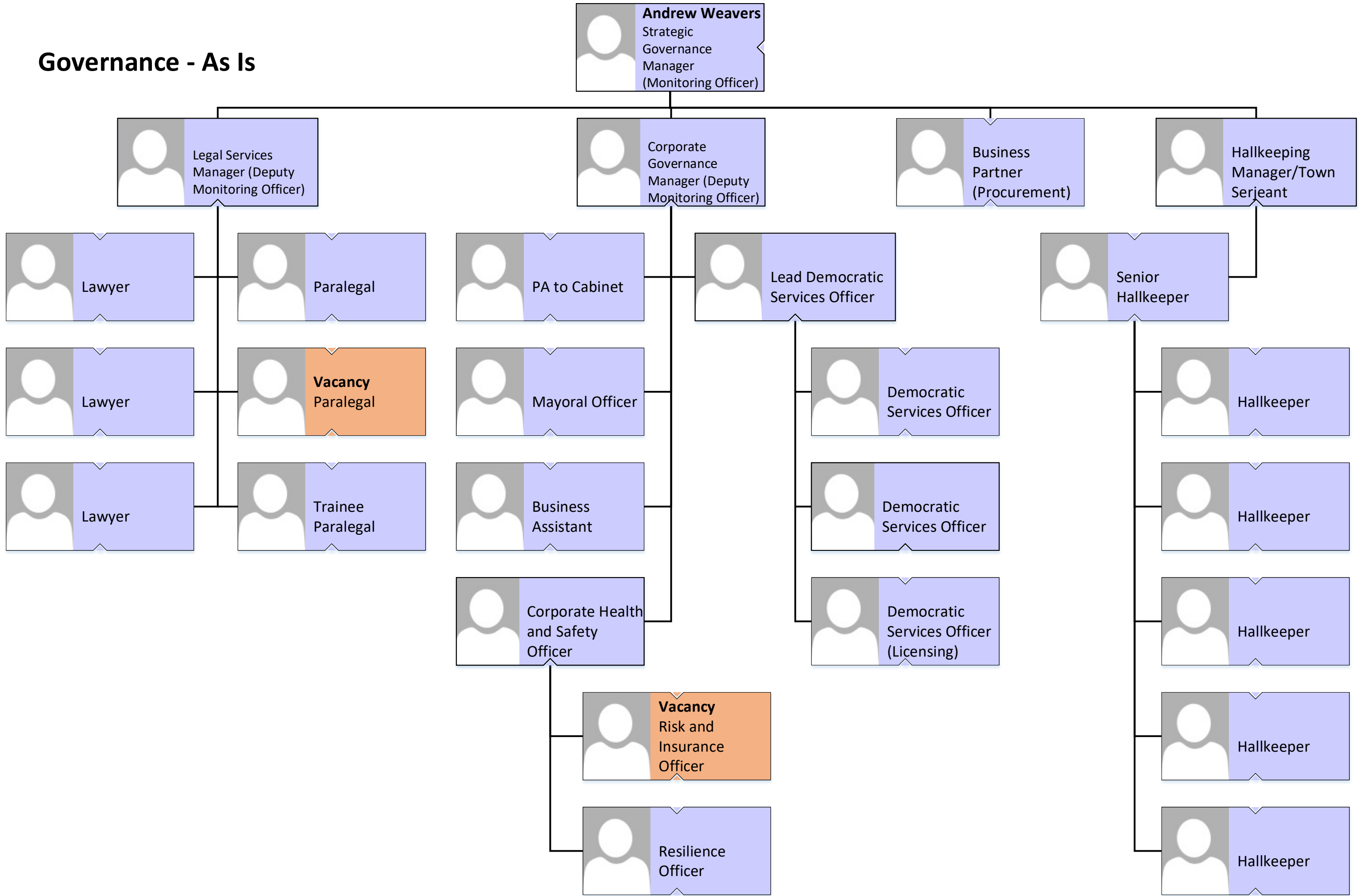
People & Performance - As Is



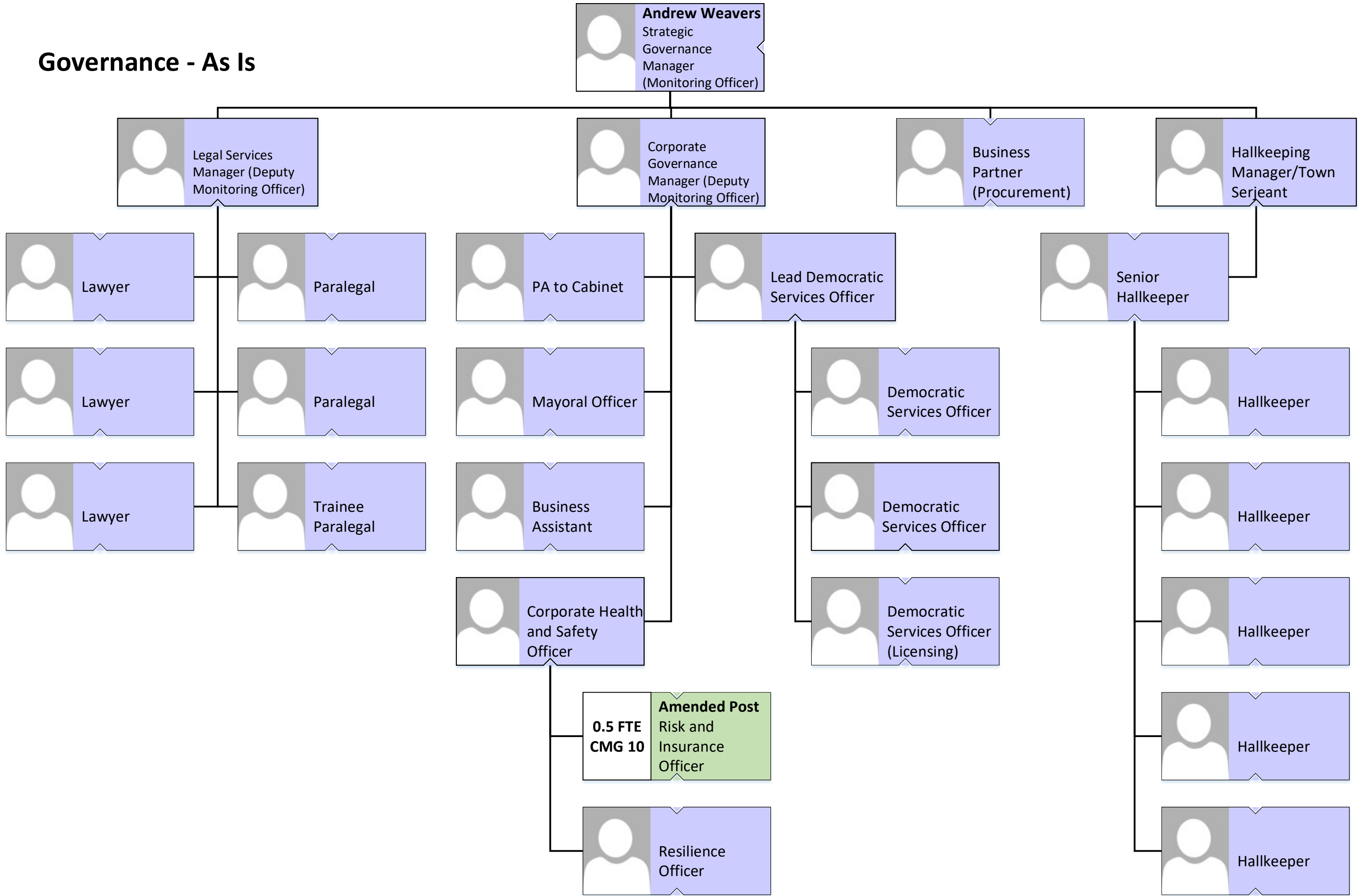
People & Performance – To Be



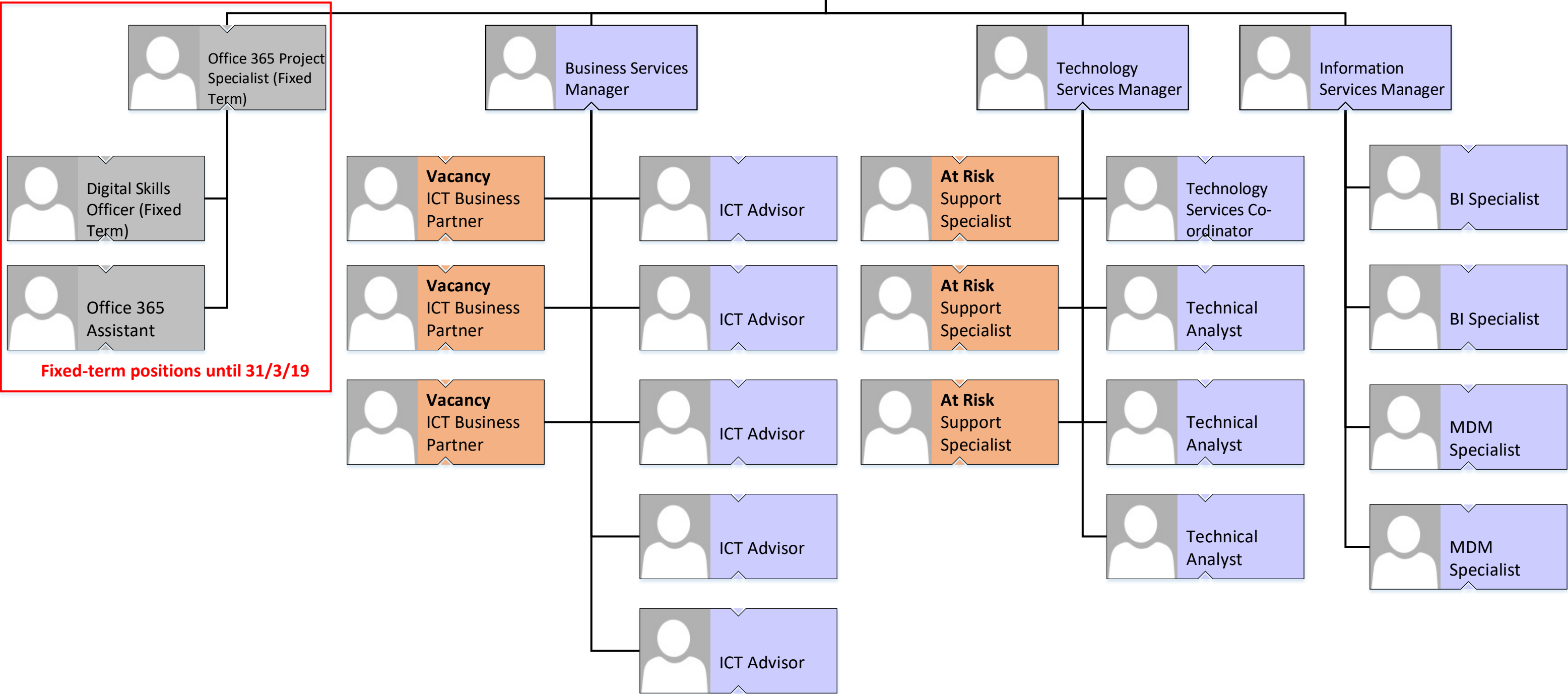
Governance - As Is



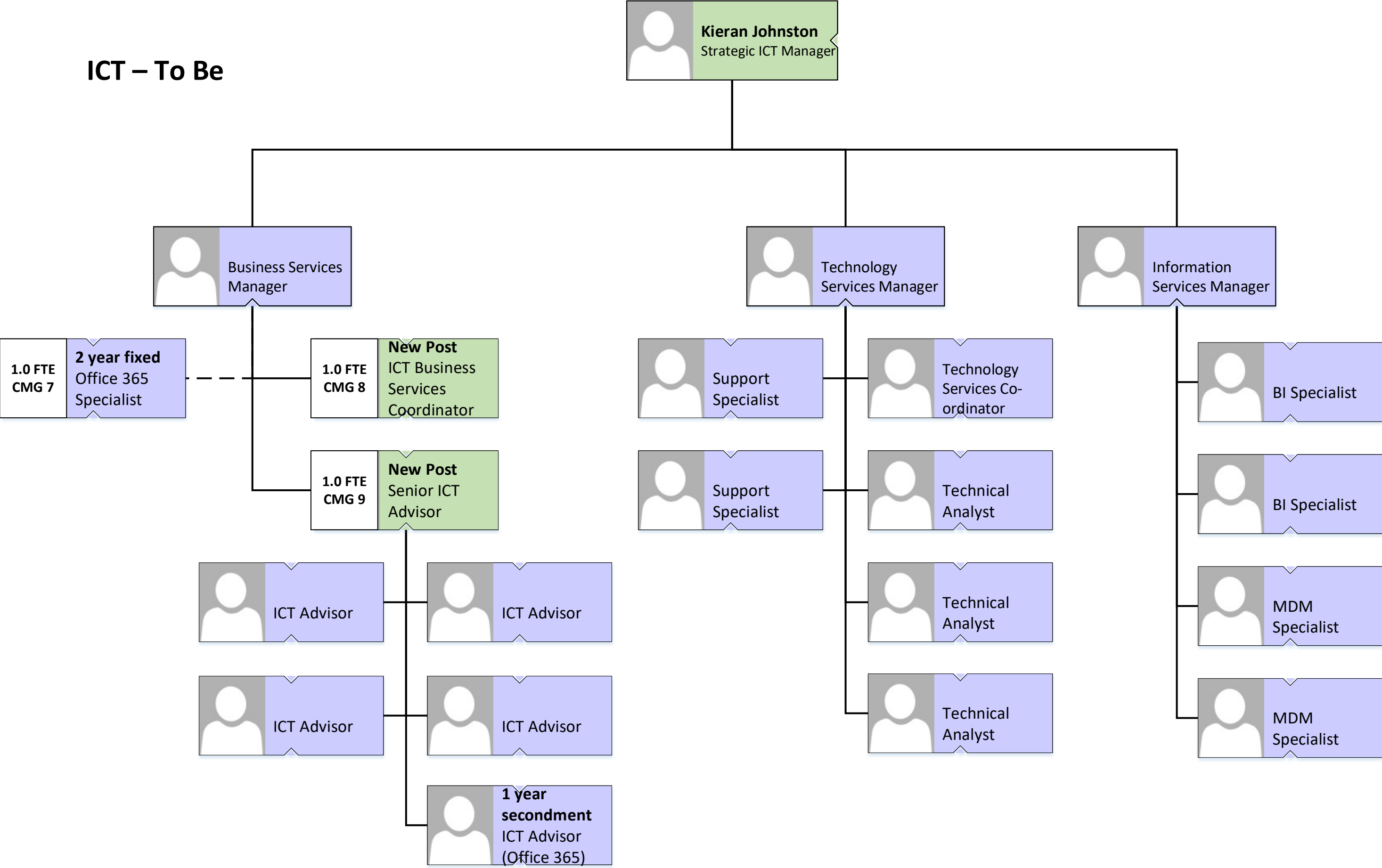
Governance - As Is



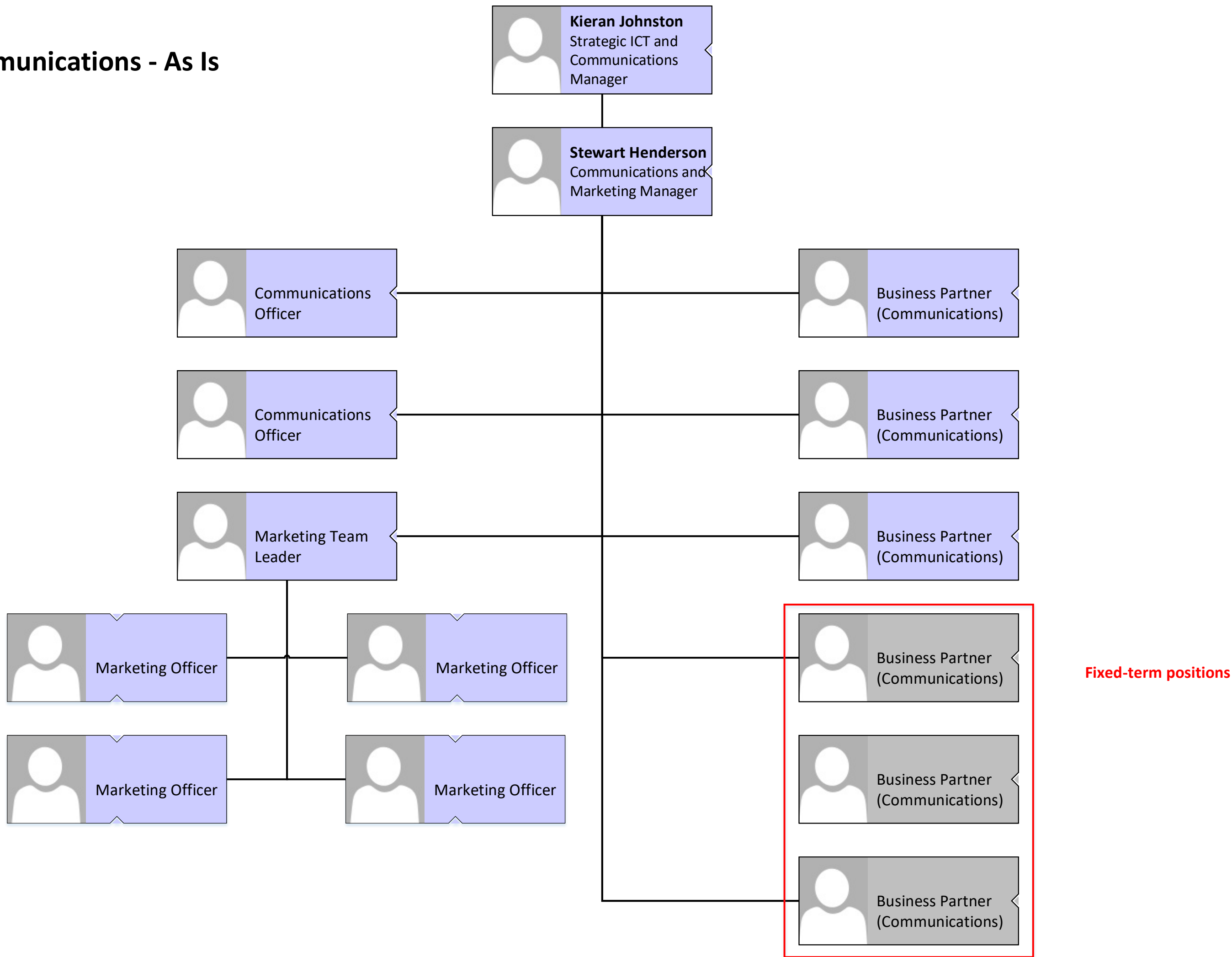
ICT- As Is



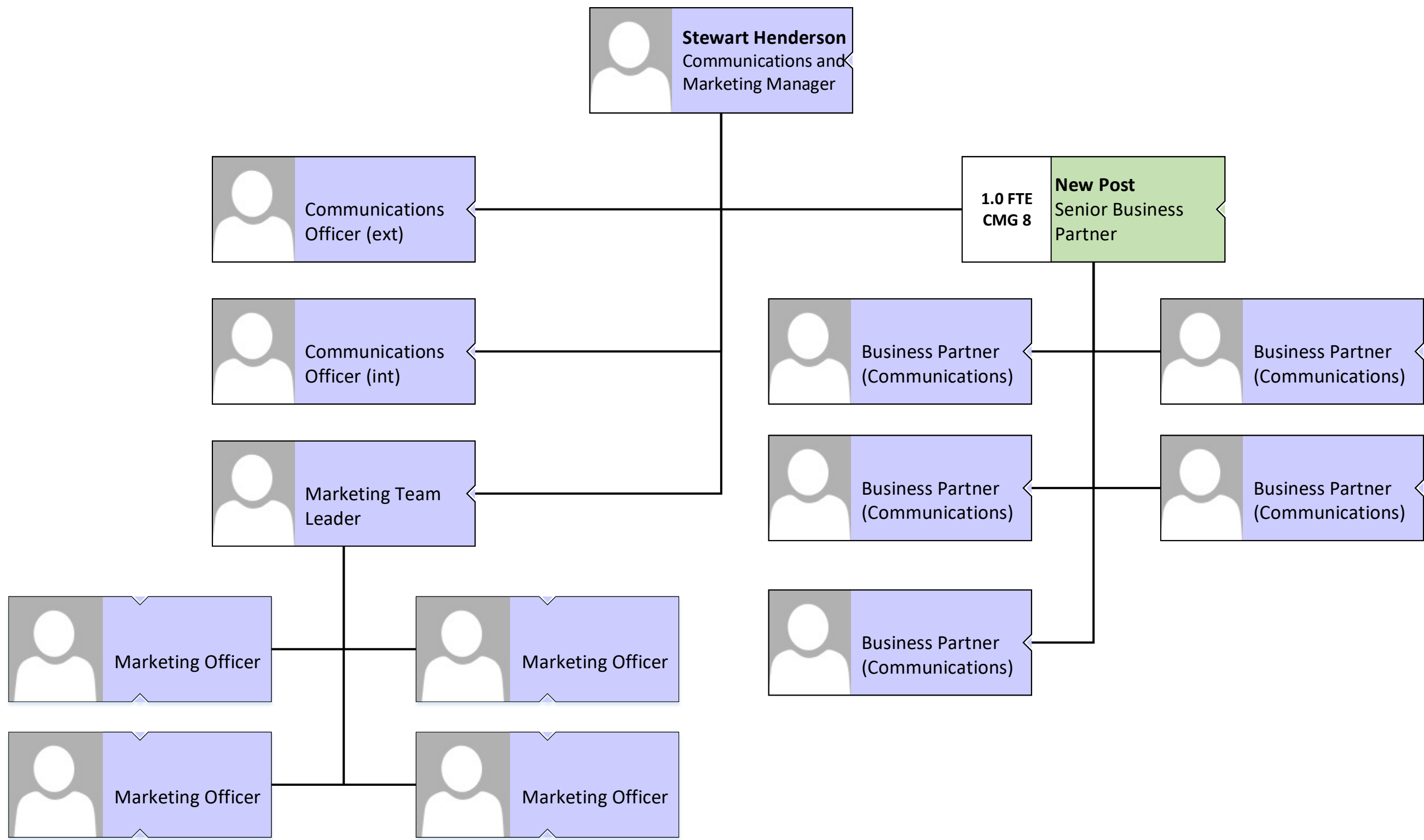
ICT – To Be



Communications - As Is



Communications – To Be



Report of	Assistant Director (Policy and Corporate)	Author	Dan Gascoyne ☎ 282577
Title	Half Year 2018 - 2019 Performance Report including progress on 2018-2021 Strategic Plan Action Plan		
Wards affected	Not applicable		

1. Executive Summary

- 1.1 The Panel is invited to consider the performance half year for the 2018 – 2019. This includes progress of our performance measures and an update on the Strategic Plan Action Plan (SPAP).

2. Action Required

- 2.1 To consider the significance of the performance described in the attached reports for the organisation's ability to operate effectively and achieve its strategic goals.
- 2.2 To note the Reporting Timetable covering 2018-2019, specifically the dates for setting KPI targets for 2019-2020.

3. Reason for Scrutiny

- 3.1 To review 'amber' and 'red' KPI performance for 2018 – 2019; ahead of Cabinet on 30 January 2019.

4. Background Information

- 4.1 The Council has agreed key performance areas which it uses as part of its Performance Management Framework to help monitor progress and improvement. This report provides an update of the Council's Key Performance Indicators and a review of progress against our Strategic Plan Action Plan.
- 4.2 The report on KPIs now features an improved graphical presentation of year-to-date performance, previous year performance and target as well as the tabular format and narrative used in earlier reports. Two targets have been changed in response to recommendations from the August Scrutiny Panel meeting.
- 4.3 Proposed KPIs for 2019/20 will be taken to Scrutiny Panel for pre-scrutiny on 29 January, and to Cabinet on 30 January, for consideration based on third quarter data.
- 4.4 At the half year point April - September 2018, the overall position was that 8 of our measures were achieved (or 'green'), 3 are considered 'at risk' of not meeting their target at year end (amber), and 1 did not meet the target in full

(‘red’). One of our measures (homelessness) has been adjusted due to legislative changes and therefore, has not been allocated a target.

- 4.5 The actions within our Strategic Plan Action Plan show that there is a considerable amount of positive activity being undertaken across the Council and with our partners to achieve our Strategic Priorities.
- 4.6 The Council has also received a number of awards and accreditations highlighted at the end of Appendix C.

5. Equality, Diversity and Human Rights implications

- 5.1 Progress and improvement of these and many of the actions within the Strategic Plan Action Plan support our aims of improving both services and the lives of everyone in the borough. Where required, specific Equality Impact Assessments will exist for policies and activities rather than for individual performance indicators or actions. Progress on the Council’s Equality Objectives are included within the Strategic Plan Action Plan Update.

6. Strategic Plan References

- 6.1 There are no particular references to the 2018 – 2021 Strategic Plan.

7. Consultation

- 7.1 The report’s contents do not have any direct implications with regard to consultation. However, the Strategic Plan and priorities were agreed following public consultation.

8. Publicity Considerations

- 8.1 The performance report contains measures for our key performance indicators and our Strategic Plan Action Plan. Many of these are used to monitor the performance of our services, and as such these may be of public interest. The report and related information is published on the [Performance and Improvement](#) section of the Council’s website.

9. Financial implications

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

10. Health, Wellbeing and Community Safety Implications

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

11. Health and Safety Implications

- 11.1 This report has no direct implications with regard to Health and Safety.

12. Risk Management Implications

- 12.1 We aim to deliver against performance indicators and the Strategic Plan Action Plan Actions, as both form a key part of our performance framework and expectations around delivery of our priorities to the residents of Colchester borough.

Appendices

- A. Strategic Plan Action Plan Half Year Report covering April - September 2018.
- B. KPI Half Year Report covering April - September 2018.
- C. Awards and Other Performance News covering April - September 2018.
- D. Reporting Timetable covering 2018-2019
- E. Draft Cabinet Report.

Background Papers

Not applicable.

Our Colchester

2018 – 2021 Strategic Plan Action Plan (SPAP)

Year One Half Year Report

GROW

Growth – Ensuring all residents benefit from the growth of the borough:

G1 - Help make sure Colchester is a welcoming place for all residents and visitors.

G2 - Ensure residents benefit from Colchester's economic Growth with skills, jobs and improving infrastructure.

G3 - Promote inward investment to the borough.

G4 - Develop jobs, homes, infrastructure and communities to meet the borough's future needs by creating new Garden Communities.

G5 - Work with partners to create a shared vision for a vibrant town centre.

G1 Help make sure Colchester is a welcoming place for all residents and visitors.

Action	Achievements
Maintain and Promote Colchester's visitor attractions.	<ul style="list-style-type: none"> • Business and Annual Marketing Plans are in place for Leisure World and Aqua Springs • Castle Park Management Plan 2018-2020 agreed and in place • High Woods Management Plan 2017-2020 agreed and in place • Marketing / development plans agreed and in place for Colchester Museums and Parks. • Introduction of new Resident Pass and promotion in place. 2,464 Passes sold to 3,508 local residents in the first six months • Partnership working with Visit Colchester and Visit Essex and Greater Anglia
Promote Colchester tourism offer.	<ul style="list-style-type: none"> • Marketing plan in place to capitalise on the success of the tourism campaign.

	<ul style="list-style-type: none"> The SKY Adsmart TV ad has received largely positive feedback, it has achieved its target number of views (459,613), and to date has achieved a further 123,000 views across social media. Visit Colchester Website had its highest number of hits ever in August.
Develop and implement a business plan for Council owned car parks to ensure they provide an adequate provision of spaces in a welcoming environment at a competitive price.	Project Group established looking at issues such as: car park provision, economic prosperity, customer perception and car parking promotion.
Deliver new and improved Mercury Theatre.	The project is progressing well with a number of funding streams secured including nearly £1m from ERDF. Arts Council funding should be secured shortly. Demolition has begun, and an archaeological survey will follow to allow the main build to commence in the early in 2019. Project on track and budget at this point.
G2 Ensure residents benefit from Colchester's economic Growth with skills, jobs and improving infrastructure.	
Action	Achievements
Deliver the Fixing the Link and North Bridge Conservation Enhancement Area (NBCEA) and other Station Travel Plan projects to encourage more people to walk from the station to the town centre.	<p>Fixing the Link 2 designs approved, and funding opportunities being progressed. Plans for NBCEA 'lite' progressing and initial approach made to local group who could partner us with this project.</p> <p>Work progressing with Greater Anglia on the Station Travel Plan and work to improve access to Colchester Station for sustainable modes.</p>
Delivery of Northern Gateway project (Turnstone), United Way and Sports	Approval of planning consent for CNG Sports Hub has been achieved. Main contract works will start on site Jan 19. Master planning is underway for CNG South with an outline planning application scheduled for submission December 18.

(North of A12) to extend Colchester's offer and sense of arrival.	Turnstone scheme now has planning consent work ongoing to refine scheme detail.
Support Skills Development across Colchester wherever opportunities present themselves within Council Services.	<ul style="list-style-type: none"> • Delivery of the Heritage Lottery Funded 2018-2022 Skills for the Future programme at the museum service • Museum Trainee assessment days held on 10 and 11 Sept • Offering placements to veterans through Project Nova and Walking with the Wounded, and placements for wounded.
G3 Promote inward investment to the borough.	
Action	Achievements
Ensure there is a supply of employment land and premises to attract new business and allow existing firms to expand and thrive.	Permission granted in August 2018 for Stane Park (Phase 2) - commercial development expected to deliver 400 jobs.
Produce an updated Economic Strategy for the Borough.	Initial work underway. Intern starting in October who will review best practice and relationship to other evidence base documents and Council strategies.
G4 Develop jobs, homes, infrastructure and communities to meet the borough's future needs by creating new Garden Communities.	
Action	Achievements
Adoption of a new Local Plan and Development Plan Documents for Garden Communities.	<p>Local Plan Committee agreed to proceed with Local Plan at meeting on 13 September. Updated evidence base and new sustainability work will be submitted to the Inspector following approval and consultation next year.</p> <p>Revised Local Development Scheme to be prepared for Local Plan Committee in November.</p>

Progress and develop options to inform future delivery of Rapid Transit.	<p>Further work on Rapid Transit being undertaken and expected to report later this year.</p> <p>Revised Local Development Scheme to be prepared for Local Plan Committee in November which will identify milestones.</p>
Empowering communities by enabling initiatives (use of section 106), community facilities and open space.	<ul style="list-style-type: none"> • The Community Enabling team to continue to work with local communities across the borough to initiate community facility projects using S106 funds. • Communities are working with Amphora to deliver the facility for the Stanway development which includes a consultation with residents. • Parks Officers working with the local community and Ward Cllrs to provide new outdoor gym equipment at Mile End Sports Ground and playground equipment at Longridge Open Space.
G5 Work with partners to create a shared vision for a vibrant town centre.	
Action	Achievements
Develop a multi-agency night time economy action plan to create a diverse, vibrant and safe town centre at night.	<ul style="list-style-type: none"> • Night Time Economy (NTE) action plan in place agreed by key partners. • Alcohol related NTE preventable crime levels linked to licensed premises remain very low. • Continued positive engagement with NTE venues and Pubwatch, and University of Essex. • Progress made with health partners to share relevant data to aid prevention work to reduce alcohol related harm in NTE. • New Taxi Policy ready to go live which includes compulsory vulnerability training for drivers to aid with NTE dispersal.
Deliver Vineyard Gate development as a new urban quarter to compliment the town centre and provide an attractive	Initial concept design work completed, work ongoing to establish best mix of uses for the site to complement the town centre and provide an attractive mixed-use

mixed-use development to complement the town wall.	development and site acquisitions ongoing to support site assembly. Planning working with Amphora to support the project design process.
Improvements to Town Centre during the day.	<p>As part of # Better Colchester, there has been the introduction of Town Centre Action Plan and Monday morning partnership meetings – a partnership approach to tackle issues such as aggressive begging, anti-social behaviour, street drinking and drug use/supply affecting the Town Centre.</p> <ul style="list-style-type: none"> • Over £300k of additional resources agreed and implemented for town centre cleanliness activities including overnight cleaning. • Overnight pavement deep cleaning and chewing gum removal completed in the following locations, High Street, Head Street, St Johns Street, Osborne Street, St Botolph's Street, Queen Street • Team 10 initiative underway with additional PCSO resources agreed. • BID support provided and voted YES new advisory board set up and manager recruitment underway. • Focussed enforcement underway.

Responsibility – Encouraging everyone to contribute to making our borough even better:

R1 - Promote responsible citizenship by encouraging residents to get involved in their communities and to identify solutions to local issues.

R2 - Encourage re-use and recycling to reduce waste to landfill.

R3 - Educate those residents who behave anti-socially about the impact of their behaviour.

R4 - Increase the supply of good quality homes by using legal powers to reduce the number of empty homes and improve standards in the private rented sector.

R5 - Create new routes for walking or cycling and work with partners to make the borough more pedestrian- friendly.

Action	Achievements
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R1 Promote responsible citizenship by encouraging residents to get involved in their communities and to identify solutions to local issues.	
<p>Encourage belonging, involvement and responsibility in all the borough's communities.</p> <p>Promote responsible citizenship by encouraging residents to get involved in their communities and to identify solutions to local issues.</p> <p>Identify and support the skills, knowledge, connections and capacity within communities to make them more resilient and to reduce inequalities.</p>	<p>A range of initiatives have taken place. These range from small neighbourhood activities to improve the local environment, through to health and wellbeing projects. For Example</p> <ul style="list-style-type: none"> • Dementia Awareness events for residents highlighting the statistics and support services available. • We have several residents that have expressed an interest in becoming one of our Tree Wardens. We are currently liaising with the Tree Council to finalise a launch date for the scheme. • Litter warriors supporting and providing a link to residents and community groups including linking into national campaigns like the Great British Spring Clean in April 18. • Startwell initiatives (see W4)
Supporting vulnerable residents or those with complex needs.	<p>The Customer Support Team has received funding from the DWP to deliver employment and support services to those furthest from the labour market.</p> <p>In addition, we have been commissioned by the DWP to support residents claiming Universal Credit.</p>
R2 Encourage re-use and recycling to reduce waste to landfill.	
Action	Achievements
Continue to promote waste minimisation, reduction and recycling to our residents.	Plastic collections for flats have been introduced. In the first phase of implementation, 6,866 residents, 63% of flat residents in the borough, will benefit from these facilities and be able to recycle their plastics at home. Work continues with management companies to implement in their properties.

R3 Educate those residents who behave anti-socially about the impact of their behaviour.	
Action	Achievements
Encourage behaviour change to reduce ASB, including nuisance behaviour and noise.	<ul style="list-style-type: none"> • Introduction of Town Centre Action Plan and Monday morning Partnership meetings – As G5 • Public Space Protection Order Consultation at Mill Road, with good communications and press coverage. • Litter warriors as R1
Deliver a robust enforcement approach across the borough.	<ul style="list-style-type: none"> • Robust enforcement in licensing delivering compliant premises (zero licencing reviews) in reduced issues/complaints. • Successful health and safety prosecutions which will benefit the wider public. • Enforcement with increased Zone Warden Patrols in areas which have experienced dog fouling issues. • Mill Road Sports Ground Enforcement with Fixed Penalty Notices being issued for breaches of the Public Space Protection Order including failing to pick up after dog fouling and dog not on lead. • Night time enforcement in the town centre taking place in October.
R4 Increase the supply of good quality homes by using legal powers to reduce the number of empty homes and improve standards in the private rented sector.	
Action	Achievements
Maximise the opportunities available through Eco-flex and Warm Homes funding to improve energy efficiency of homes in Colchester, out lined in the	Eco-flex statement of intent signed, agreed and launched on CBC website. Available to private sector households, including owner occupiers and private tenants. Warm Homes project continues to offer emergency heaters scheme which has been utilised by several local residents.

Home Energy Conservation Act (HECA) Report.	
R5 Create new routes for walking or cycling and work with partners to make the borough more pedestrian- friendly.	
Action	Achievements
Maximise all opportunities, including through S106, to deliver enhanced cycling and walking routes and infrastructure.	<ul style="list-style-type: none"> • Colchester Orbital included as an allocation in the emerging Local Plan with commitment to link to new development wherever possible. • Presentation to Local Plan Committee in November. • Development Team and the Sustainable Transport Team including the Colchester Travel Plan Club continue to deliver solutions that promote sustainable transport solutions through major development proposals and S106 contributions.
Work with partners to promote sustainable travel behaviour change, healthier lifestyles and reduce car dependency, by increasing the take up and commitment to workplace Travel Plans and through Beat the Street legacy work.	<p>Ongoing work with partners to promote sustainable travel including:</p> <ul style="list-style-type: none"> • Three new members of the Colchester Travel Plan Club (Cygnet Hospital, The Oaks Hospital and Colchester Borough Homes). Working with new members to roll out travel plan, carry out surveys and offer public transport discounts; • Increased engagement with Colchester Institute with focus on student travel; • Support provided to Colchester Hospital to help staff explore alternative modes as new parking management system being rolled out; • Promotion events at University of Essex including led rides for students which has helped encourage travel behaviour change.
<p>Opportunity – Promoting and improving Colchester and its environment:</p> <p>O1 - Promote Colchester's heritage and visitor attractions to increase visitor numbers and to support job creation.</p> <p>O2 - Encourage green technologies through initiatives such as SMART Cities.</p> <p>O3 - Help business to flourish by supporting infrastructure for start-up businesses and facilitating a Business Improvement District.</p> <p>O4 - Ensure a good supply of land available for new homes through our Local Plan.</p> <p>O5 - Promote initiatives to help residents live healthier lives.</p>	

O1 Promote Colchester's heritage and visitor attractions to increase visitor numbers and to support job creation.	
Action	Achievements
Heritage Explorer Trails for walkers and cyclists across the Borough.	Initial work underway to produce a heritage trail which will promote the borough's historic sites and encourage healthy lifestyles. Phase 1 in progress to produce circular walking routes in the town centre.
Manage, promote and maximise the opportunities of our heritage attractions.	<ul style="list-style-type: none"> • Marketing / development plans in place for Colchester Museums and Parks. • Introduction of new Resident Pass and promotion in place. • Partnership working with Visit Colchester and Visit Essex and Greater Anglia • 6,827 people visited the 36 venues that took part in Heritage Open Days in Colchester this year, including 2212 visitors to the Castle on 8 Sept. • Draft Town Wall Management Plan circulated to key stakeholders for comment.
O2 Encourage green technologies through initiatives such as SMART Cities.	
Action	Achievements
Introduce electric vehicle charging points to CBC owned car parks, encourage their introduction across Colchester and encourage electric vehicle use.	<p>New charging point in Priory Street being investigated.</p> <p>Framework and options for procurement identified – currently awaiting connection of three-phase electricity supply.</p>
O3 Help business to flourish by supporting infrastructure for start-up businesses and facilitating a Business Improvement District.	
Action	Achievements

Manage, Promote and maximise the opportunity of our Charter Market and Street Trading.	<p>Christmas Market Special Event has been viewed over 600,000 times via Facebook event page, with 24,000 confirmed interested in the event (10 times the exposure and interest of last year's event).</p> <p>Five Street Food Vendors Received Golden Oyster Award at Food & Drink Festival in June. Evening Markets to be considered.</p>
Trial closure of High Street at night time and weekends.	Pedestrianisation was agreed by Cabinet on 11 July as a priority for the Public Policy Initiatives Panel (PPIP) to investigate. The NTE are aware of this potential and welcome the opportunity.
Deliver grow on space for Creative Business at former Queen Street Bus Station.	Funding bid is being submitted for this scheme. Design works, costings and feasibility report now complete. Initial design comments provided by Planning to emerging proposals.
O4 Ensure a good supply of land available for new homes through our Local Plan.	
Action	Achievements
Ensure the Council has an adequate supply of land available to meet the housing need within the Borough.	<p>The Local Plan has now reached the examination stage and is progressing.</p> <p>An updated Housing Land Availability Assessment was published in July 2018 which showed there was a 5-year supply of land.</p>
O5 Promote initiatives to help residents live healthier lives.	
Action	Achievements
Place air quality and reduction of harmful emissions and at the forefront of Council decision making.	To support National Clean Air Day on Thursday 21 June the Council introduced a No Motor Vehicle Idling Policy for the users of CBC vehicles, CBC staff using their own vehicles for business travel and motor vehicles visiting Council offices.

Work with Bus operators to implement emission reduction technology to busses operating in Colchester.	
Engagement through the Livewell campaign - communities, families and individuals provided with information and signposting about all that is on offer to improve health and wellbeing in the region.	<p>Livewell branding guidelines are being developed in partnership with Local Authority's across Essex.</p> <p>Communication templates developed to promote CBC interventions and services that contribute to improved wellbeing. Website content and social media promotes activity happening in Colchester including complimentary campaigns such as #Colchesterforfree and #BetterColchester.</p>
Implement changes to internal processes and report templates to embed considerations (and data) about health and wellbeing into decision making.	'Health in all policies' approach introduced, report templates include a requirement to consider health & wellbeing. Equality Impact Assessments also now prompt the consideration of impact on health and wellbeing.

Wellbeing – Making Colchester an even better place to live and supporting those who need most help:

W1 - Encourage belonging, involvement and responsibility in all the borough's communities.

W2 - Work with Essex Police and partners in the Safer Colchester Partnership to make Colchester an even safer place.

W3 - Create new social housing by building Council homes and supporting Registered Providers.

W4 - Target support to the most disadvantaged residents and communities.

W5 - Help residents adopt healthier lifestyles by enabling the provision of excellent leisure facilities and beautiful green spaces.

W1 Encourage belonging, involvement and responsibility in all the borough's communities.

Action	Achievements
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Work with partners to undertake a new Joint Strategic Needs Assessment for Colchester.	Joint health & wellbeing priorities have been established through the NEE Health & Wellbeing Alliance. Work is ongoing to ensure priorities reflect need locally and tackle the challenges set out in Colchester's published health profiles.
<p>Enable communities to identify priorities and find solutions.</p> <p>Encourage belonging, involvement and responsibility in all the borough's communities.</p> <p>Promote responsible citizenship by encouraging residents to get involved in their communities and to identify solutions to local issues.</p>	<p>Community Services attend regular meetings with Essex Integration and other organisations supporting migrant families in Colchester who continue to support the Syrian Resettlement Programme</p> <p>We have worked with ECC and Home Office colleagues to support migrant families with housing, local community integration, attending driving lessons, gain work experience, and employment.</p> <p>Encouraged use of Locality Budgets to enable residents to get involved with community projects and find solutions to problems.</p> <p>Dementia Awareness events have been held for residents highlighting the statistics and support services available in the borough.</p>
W2 Work with Essex Police and partners in the Safer Colchester Partnership to make Colchester an even safer place.	
Action	Achievements
Active participation in Safer Colchester Partnerships priorities and outcomes.	<p>Initiatives the Partnership have carried out include:</p> <ul style="list-style-type: none"> • Introduction of Town Centre Action Plan and Monday morning Partnership meetings • Operation Diss delivered alongside Essex Police to tackle issues of aggressive begging and anti-social behaviour in Town Centre. • Street Weeks initiatives delivered to 3 locations across the borough to date (next event planned for October 2018) to tackle issues identified by local communities and encourage/enable residents to become involved/identify solutions. • Local Community Meetings take place on a monthly basis across the borough to encourage residents to report issues and engage with partner agencies

	<ul style="list-style-type: none"> • Leadership of Safety Advisory Group to ensure all large events in the Town Centre are appropriately risk assessed and public safety is maintained.
Maintain and expand Licensing Enforcement Group to ensure partnership working based on multi agency tasking to jointly tackle problem premises, promote good practice, provide training and encourage the early identification and call in of hidden harms.	<ul style="list-style-type: none"> • Licensing Enforcement Group continues to deliver joined up management of problem premises. • Projects identified and scoped to promote responsible drinking (Drink Less Enjoy More). • Preventable issues related to NTE premises remain low and engagement with trade positive. • Pubwatch event re hidden harms well received. • Group expanded to include University of Essex, Zone Wardens, voluntary sector to maximise knowledge of issues and joint working opportunities. • Licensing involvement in Police operations to manage off sales to street drinkers. • Licensing, Food and Safety involvement in Street Weeks in May 2018, another planned for October 2018.
W3 Create new social housing by building Council homes and supporting Registered Providers.	
Action	Achievements
Redesign of Greenstead Centre Tamarisk Way.	Master planning well underway following initial public consultation with the preferred option due for public consultation early 19. Extensive consultation with commercial tenants ongoing, costings and feasibility being developed and work with land owner partners is progressing. The Council's Urban Designer has supported the evolution of the masterplan and work towards an eventual submission.
Work with registered providers and private developers to deliver new affordable housing.	<p>As at the end of September 2018, a total of 74 new affordable homes had been delivered.</p> <p>The Council have paid £224,703 of a total grant of £449,406 to Winnocks and Kendalls Almshouse Charity as their scheme to build 9 additional affordable homes</p>

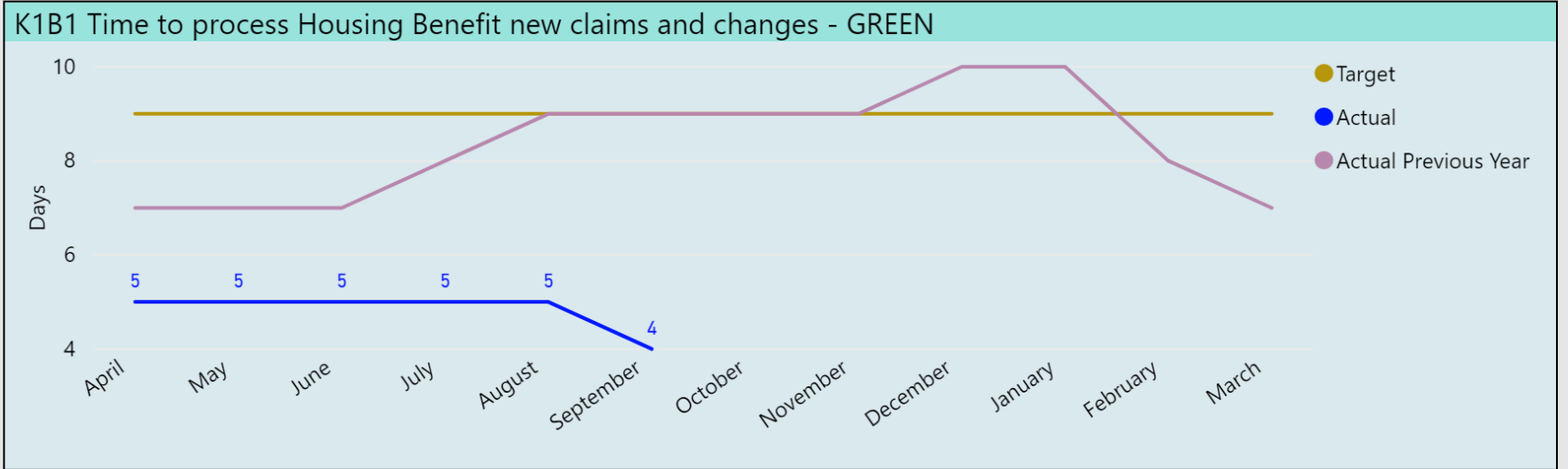
	has started on site. The Council has also agreed to provide grant of up to £450,000 to Haig Housing for up to 9 additional affordable homes for ex-service personnel.
Use our own land and resources to deliver new council homes.	<ul style="list-style-type: none"> • HRA Bid for extra headroom borrowing was submitted to the NHCLG on time in September • Cabinet approval sought for the disposal of four sites and a number of changes to the financial modelling to allow the development of over 300 new homes including 116 affordable homes. • Initial feasibility completed on all garage sites.
W4 Target support to the most disadvantaged residents and communities.	
Action	Achievements
Continue to deliver the Startwell Colchester Programme to Support children, families and young people to get the best start in life.	<p>Outcomes from Startwell interventions include: 75% individuals supported by the crisis housing project report that their education and learning, and their mental health have improved. 100% report that their home and money situation has improved.</p> <p>The end of project report for beat the street identified an increase in participants walking for travel on 5 or more days 6 months after the game and an increase in participants meeting guidelines for 150 minutes exercise per week. The project legacy includes the development of a framework to support community consultation re access to and use of green space in more deprived communities.</p> <p>Two planned Five ways to Wellbeing initiatives delivered in secondary schools reported improved scores on wellbeing measures, and less disruptive behaviour/more engagement from students post intervention.</p>
Provide customer insight and statistics to target support and access for customers appropriately.	<ul style="list-style-type: none"> • Provided public health data and mosaic likelihoods to support the Winter Warmth campaign

	<ul style="list-style-type: none"> • Provided an analysis of the evaluation of participants in workshops run as part of the No Filter project in collaboration with Essex Libraries • Providing data on population health across the borough to help inform the development of Leisure World's Life Enhancing Activity Programme • Provided data for the Visually Impaired (phone) Line working group to get that set up, and continually monitor • Create performance dashboards to monitor effectiveness of interventions made by the Macmillan Welfare Benefits Team • Created bespoke reports in Macmillan AIMs database to effectively monitor different customer demographics (e.g. Referral Trust) • Created monthly report to show effectiveness of customer interventions at the Community Hub
Prevent households from experiencing homelessness and tackle rough sleeping.	<p>The way CBH provide advice and assistance to households since the introduction of the Homelessness Reduction Act has fundamentally changed, resulting in homelessness being prevented for 49 households, and 24 households who are homeless have been helped to secure accommodation.</p> <p>The Rough Sleeper Co-ordinator has worked with 28 clients from 1st April until the 30 September. All these rough sleepers have been provided with support/advice/assistance. Five rough sleepers have been housed.</p>
Work with partner and community organisations to help safeguard, and to advance equality of opportunity and access to services for, vulnerable groups.	<ul style="list-style-type: none"> • We continue to use our robust processes in all equality impact assessments • We have gathered evidence for the annual Equality and Safeguarding report which will be presented to Governance Committee in November. • During the period, the Safer Colchester Partnership has continued work on two Domestic Homicide Reviews and has provided relevant information following 'scoping enquiries' on Partnership Learning Reviews, Serious Case Reviews and Domestic Homicide Reviews.
W5 Help residents adopt healthier lifestyles by enabling the provision of excellent leisure facilities and beautiful green spaces.	

Action	Achievements
Work together with system partners to achieve challenging targets in a small number of key areas that will have a significant impact on major health conditions.	<p>Action Learning has seen a variety of wellbeing interventions receive further funding and evaluation with a view to replicating and scaling approaches to reach a wider audience.</p> <p>Worked with North East Essex Alliance partners to develop system priorities and a framework for delivery.</p>
Work with Sport England, System partners and the community to deliver the Essex Local Delivery Pilot (ELDP).	<p>Initial research, insight gathering, and action learning undertaken in 'Chapter One' of the pilot is coming to an end in October 2018.</p> <p>A new Pilot Coordinator and Community Engagement post has been recruited to with the post holder starting in November 2018.</p>
Protect, enhance and deliver a comprehensive green infrastructure network, including the Colchester Orbital, and seek opportunities from future developments to improve connectivity to the network.	<p>Green infrastructure identified and protected from development within the Local Plan.</p> <p>New development is expected to incorporate open space in line with policies.</p>
<p>Dementia Friendly Activities at Leisure World Colchester</p> <p>Deliver a range of activities for people living with dementia and their carers Activities include: Fitness Pool swimming available under the guidance of qualified teachers, table tennis,</p>	<p>Up to 5 September 2018: 67 sessions with 220 attendances in total.</p> <p>The original programme has been extended and the activities will continue to run from September to December 2018. We hope to see attendances increase during this period.</p>

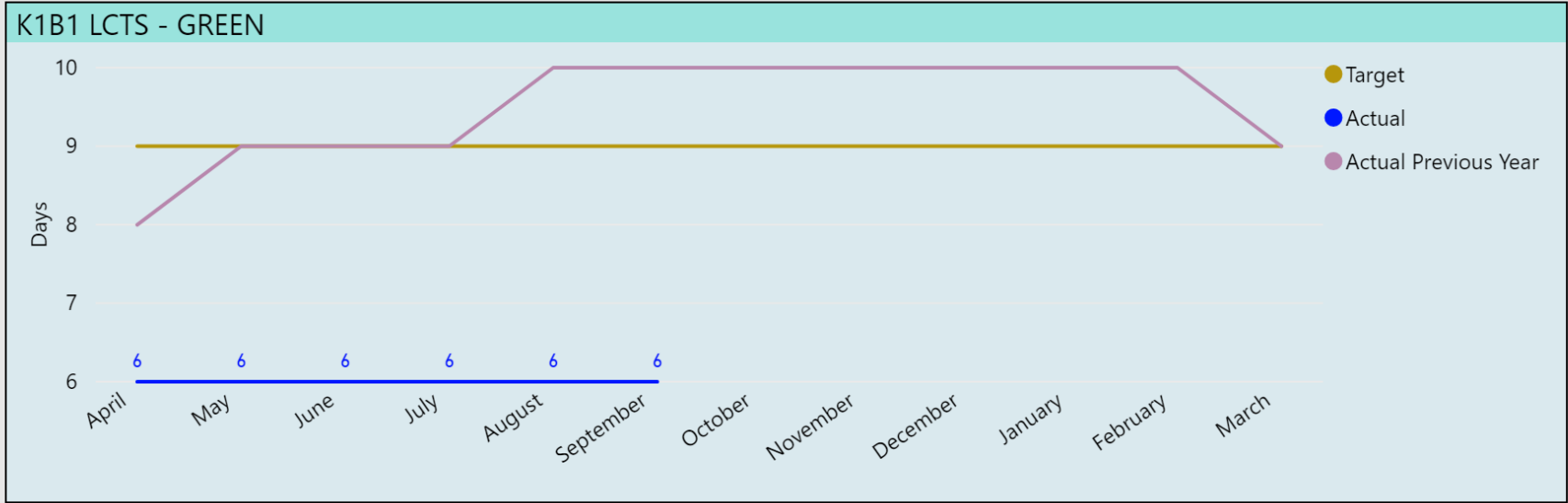
badminton and “Song & Memories” sessions.	
Diabetes Support Programme at Leisure World Colchester Working in partnership with the National Diabetes Prevention Programme and GP Surgeries to deliver a 12-week programme aimed at those who have been diagnosed with diabetes or pre-diabetic health conditions. Develop knowledge of Diabetes and its treatment Build awareness and motivation to exercise. Physical activity sessions & nutrition support. Max 16 people per programme.	<p>The first course in May had 8 attendees who all completed the 12-week programme and are now attending a regular Diabetes class run as part of LEAP Scheme on a Thursday afternoon.</p> <p>The 2nd 12-week course started on the 13 September with 7 attendees.</p>
Develop a Colchester Parks and Green Space Strategy – linking healthier lifestyles, community volunteering, green spaces and new funding streams.	<p>Friends of Castle Park autumn walk schedule in place.</p> <p>Improvement to Castle Park Toilet facilities on schedule to meet deadline April 2019.</p>

Corporate Key Performance Indicators Half Year Report
Covering April - September 2018
Presented to Scrutiny Panel
11 December 2018



Performance targets are being exceeded and the team is on track to meet the target and post a year on year performance improvement.

Target	Actual	Actual Previous Year
	9	4
		9



Days taken for Local Council Tax Support assessment is now aligned more with Housing Benefit days taken. The team is focused on eligible benefit being distributed quickly.

Target	Actual	Actual Previous Year
	9	6
		10

2015-2016

2016-2017

2017-2018

2018-2019

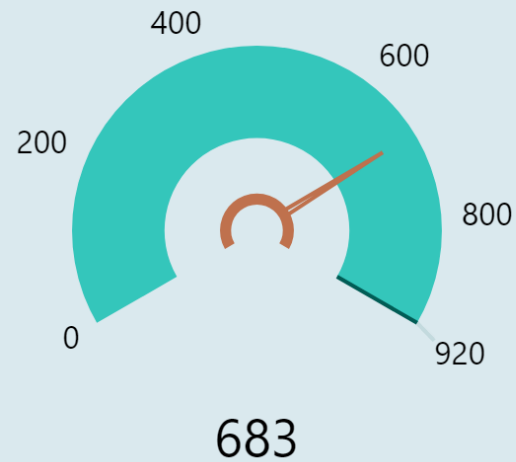
June

September

December

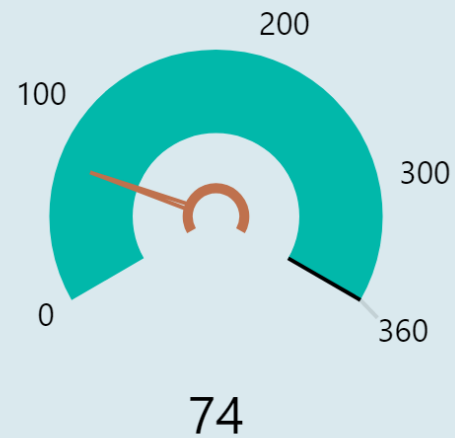
March

K1H1 Net Additional Homes Provided - GREEN



The Council is on target to deliver the homes required for the year. This is evidenced by returns from developers and reports generated from building control completions alongside site visits.

K1H2 Affordable Homes Delivered over Three Years - GREEN



As at the end of September 2018, a total of 74 new affordable homes had been delivered. At this point, we are on track to achieve the three year target.

2015-2016

2016-2017

2017-2018

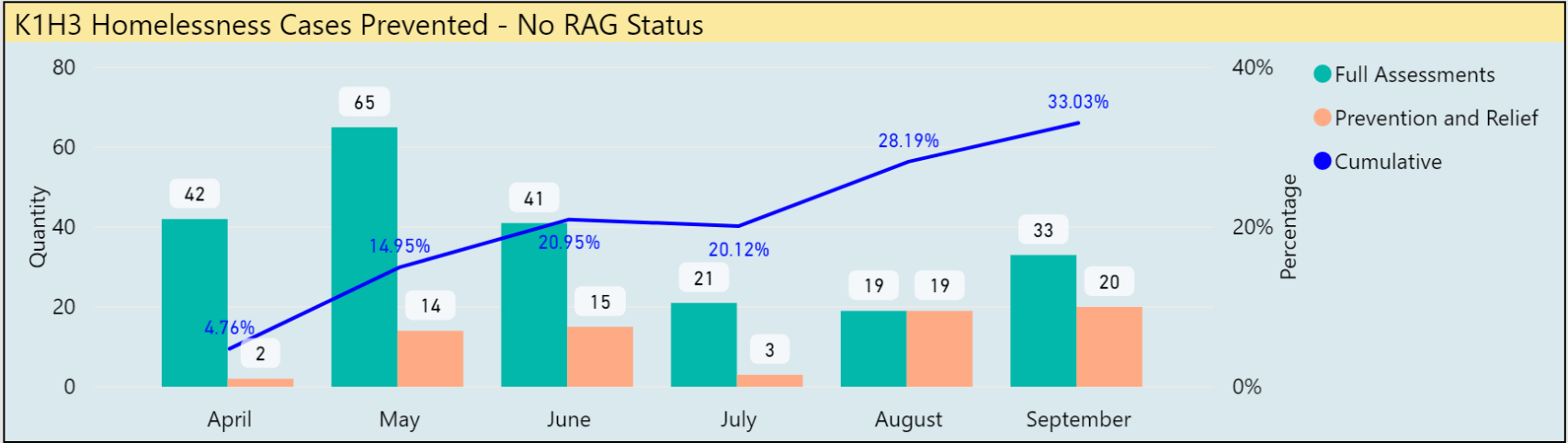
2018-2019

June

September

December

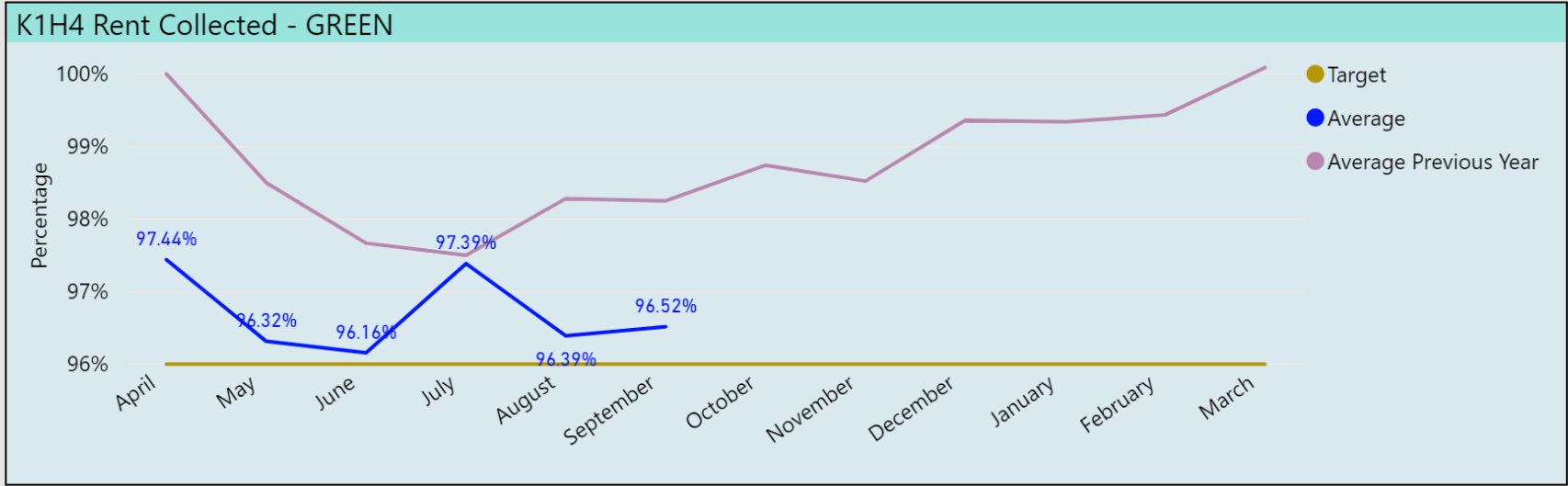
March



Following the introduction of new homelessness legislation in April 2018, the way homelessness prevention numbers are recorded is different to previous years.

Whilst we wait for guidance on performance information from the Ministry of Housing, Communities and Local Government, the figures show the number of cases where homelessness has been 'prevented' or 'relieved' based on the number of actual housing assessments that have taken place (for which a housing plan would be issued).

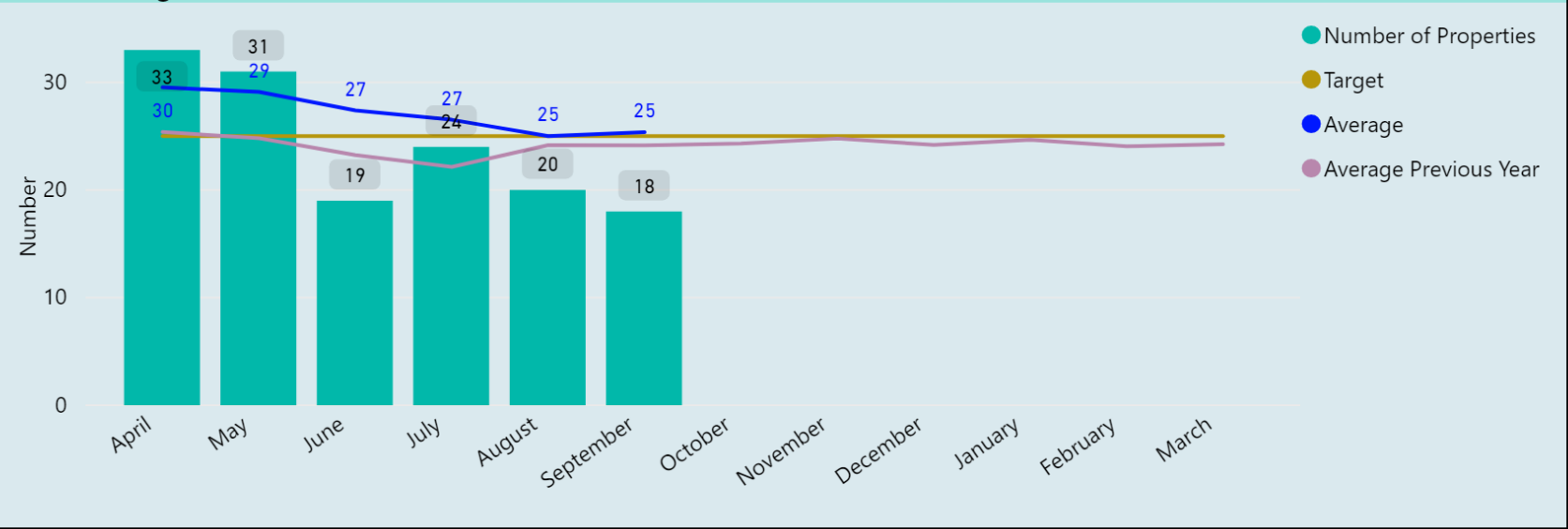
Cumulative	Full Assessments	Prevention and Relief
33.03%	33	20



Collection of rent is on target to be achieved by year end.

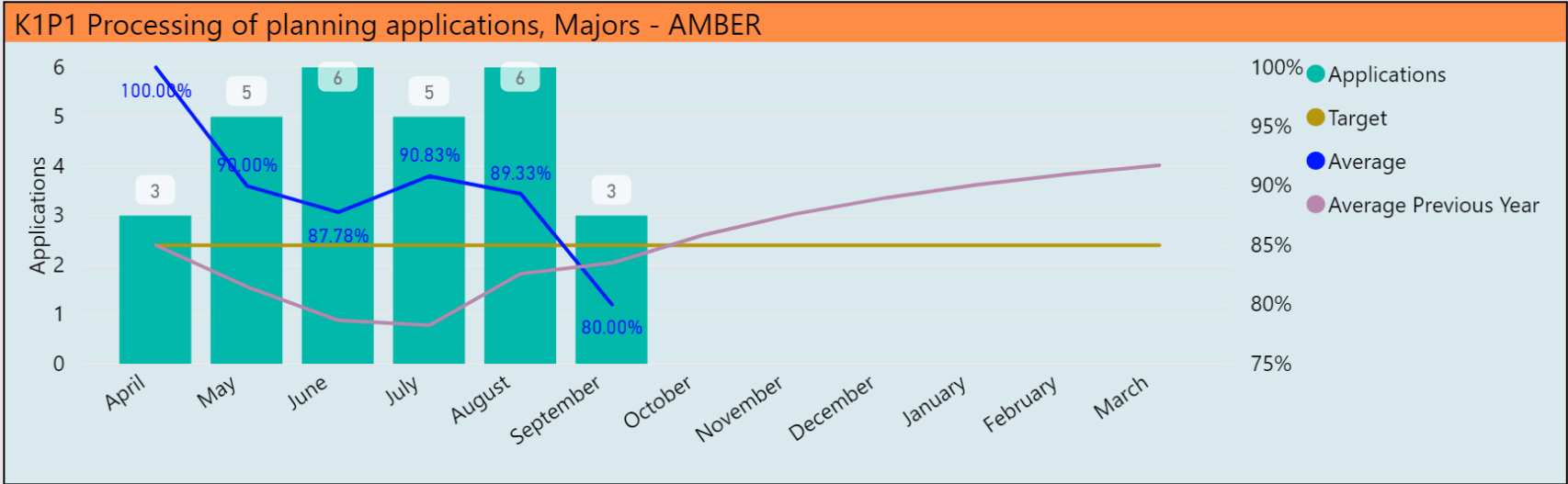
Target	Average	Average Previous Year
96.00%	96.52%	98.25%

K1H5 Average time to re-let council homes - GREEN



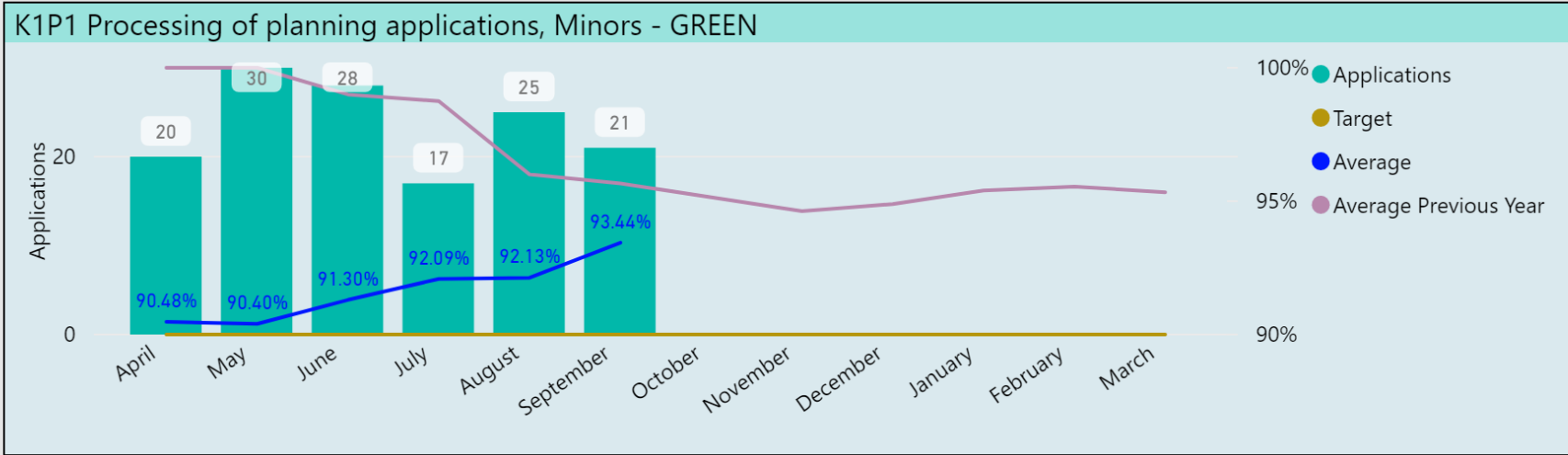
145 void properties have been re-let during the first six months of the year. Although slightly above target we are expecting this to be achieved by year end.

Target	Average	Average Previous Year	Number of Properties
25	25.37	24.15	18



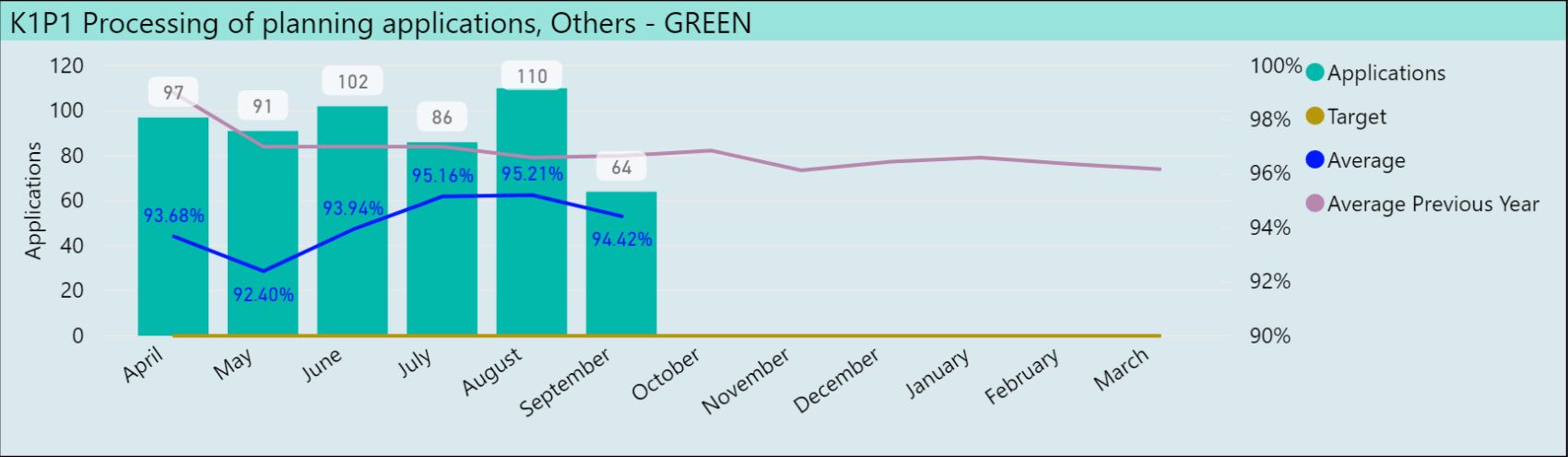
Twenty eight majors planning applications have been determined during the first half of the year and five of these were beyond their target dates. Two of these appear to have required legal agreements that took them beyond their target dates with no agreement to extend the target dates to the same period. One application missed the target by 7 days, but was unable to be brought to the planning committee earlier because of the election period, and the gap between meetings that arose at that time. The remaining two were simply determined later than their target date whilst issues were being resolved.

Applications	Target	Average	Average Previous Year
3	85.00%	80.00%	83.50%



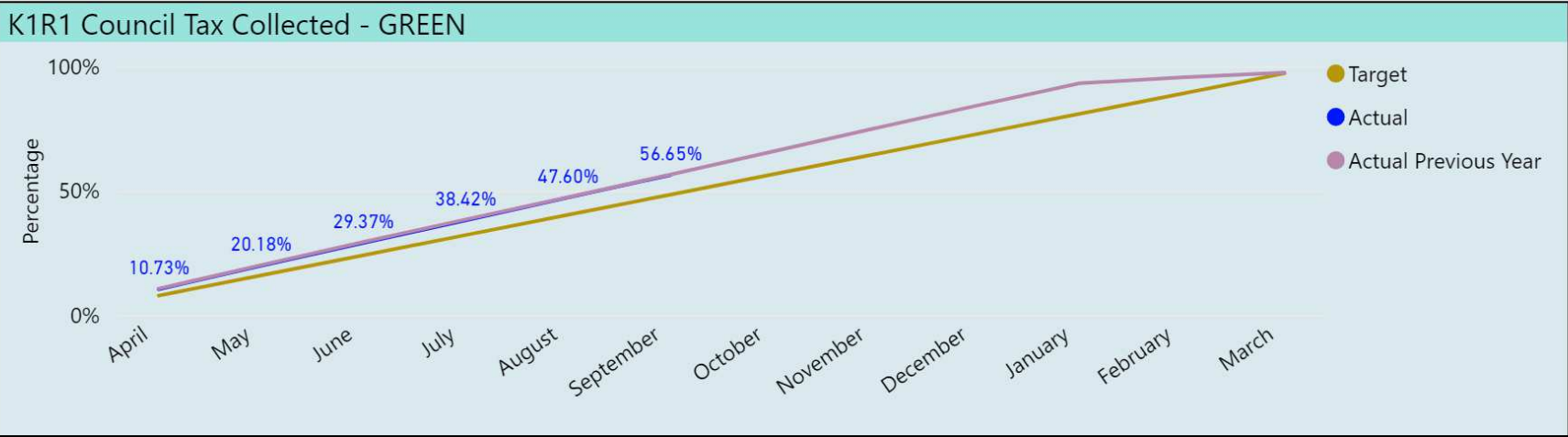
Despite transitional arrangements, and vacant posts during the first half of the year, this target remains on track to be met this year.

Applications	Target	Average	Average Previous Year
21	90.00%	93.44%	95.67%



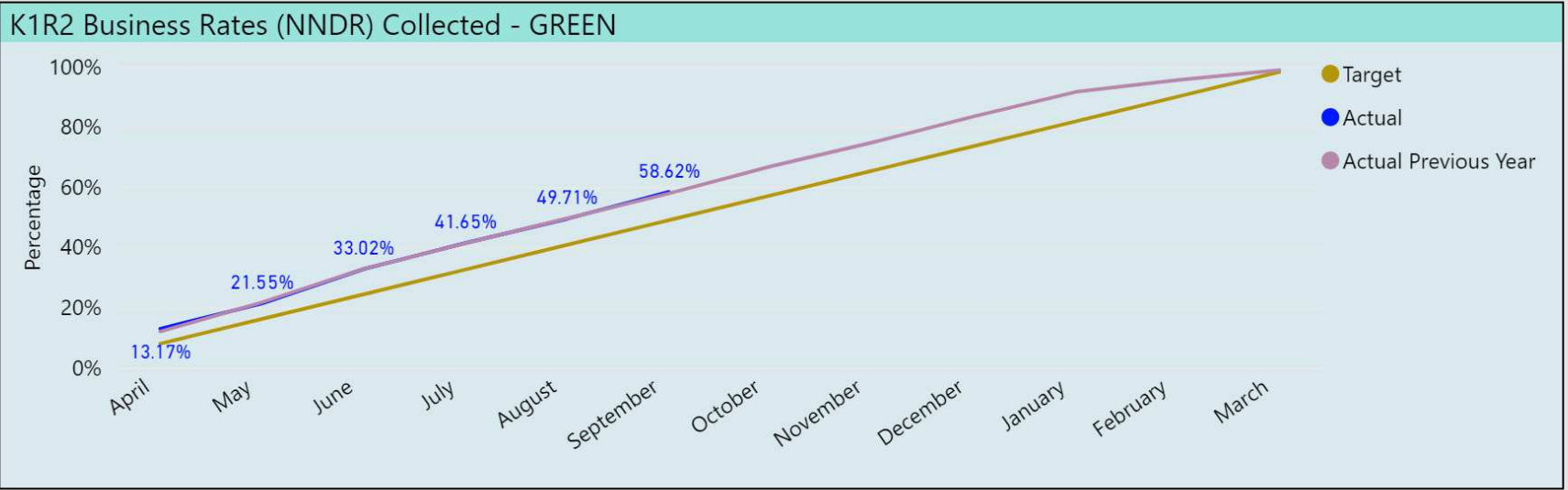
Despite transitional arrangements, and vacant posts during the first half of the year, this target remains on track to be met this year.

Applications	Target	Average	Average Previous Year
64	90.00%	94.42%	96.67%



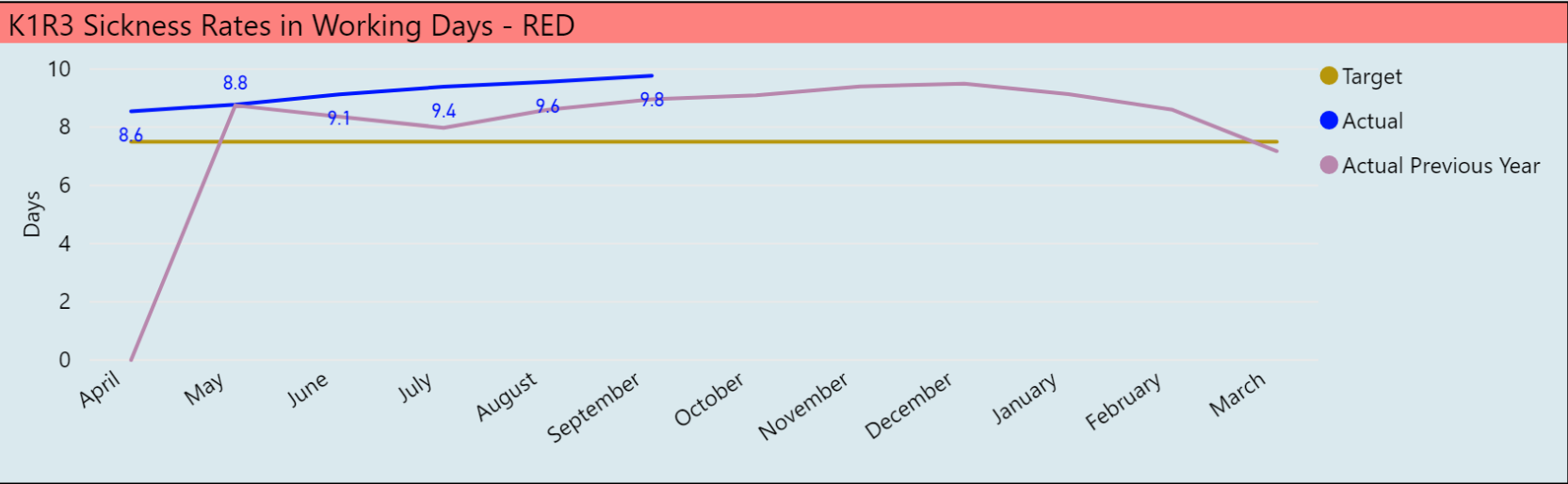
On track to achieve target. Collection is slightly below previous year, however still on track to achieve target. We normally see a boost in collection results during the final quarter taking into account 12 monthly payments.

Target	Actual	Actual Previous Year
48.75%	56.65%	56.82%



On track to achieve target and exceed previous year collection.

Target	Actual	Actual Previous Year
49.25%	58.62%	58.13%

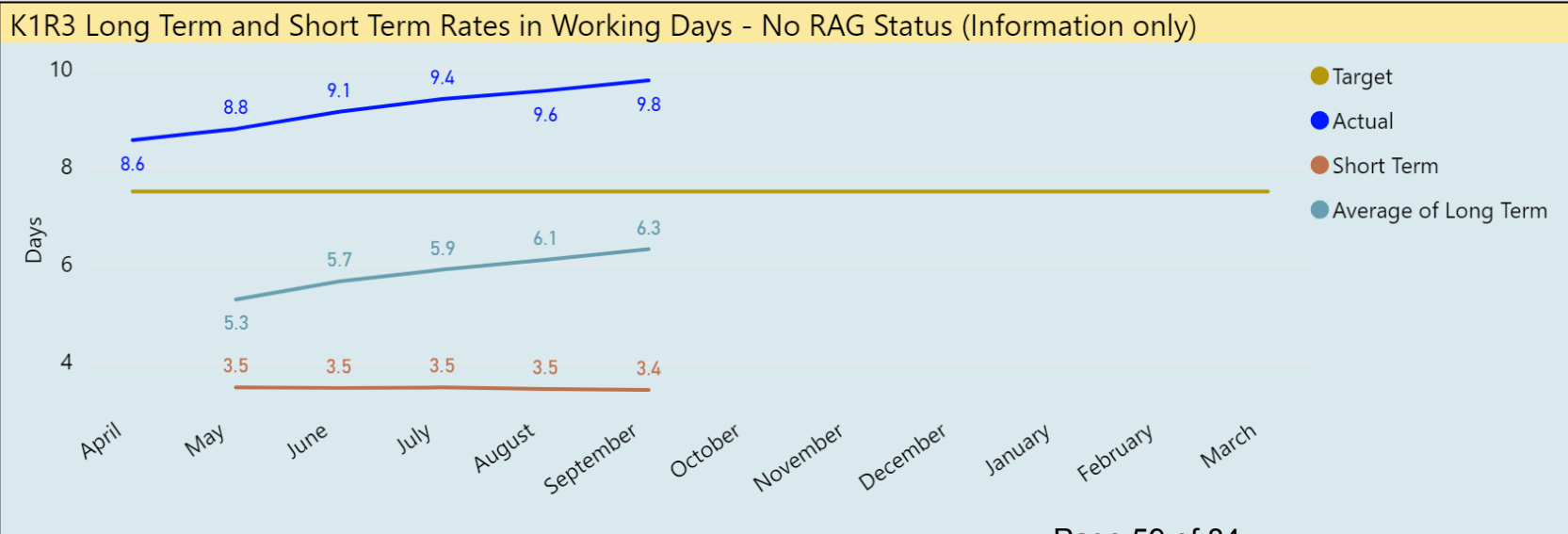


This is a rolling figure extracted from iTrent and broken down as follows:
Long Term – 6.32
Short Term – 3.44

Absences relating to mental health continues to be a challenge and leads to long term absence. We have implemented a number of initiatives to support staff with mental health issues including the training of Mental Health First Aiders, awareness training for managers and promotion of the Employee Assistance Programme.

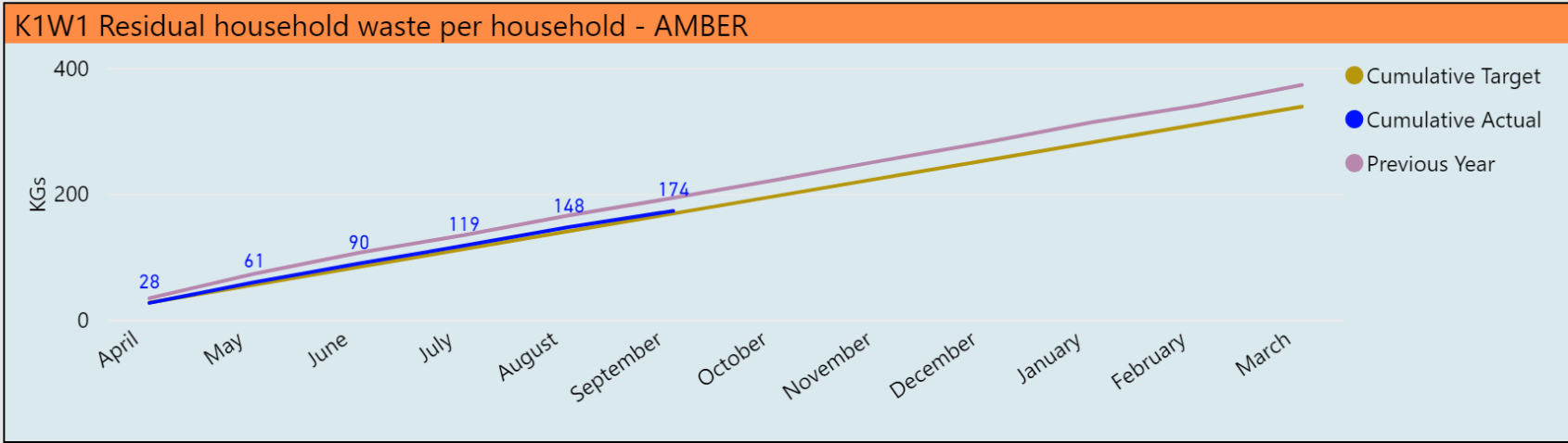
Case conferences within services involving Assistant Directors, Group Managers and HR Business Partners are taking place in November with a view to reviewing sickness on a case by case basis and agreeing next steps.

The intention is to review the policy framework for sickness to ensure the policies are fit for purpose and support the effective management and reduction of sickness absence across services.



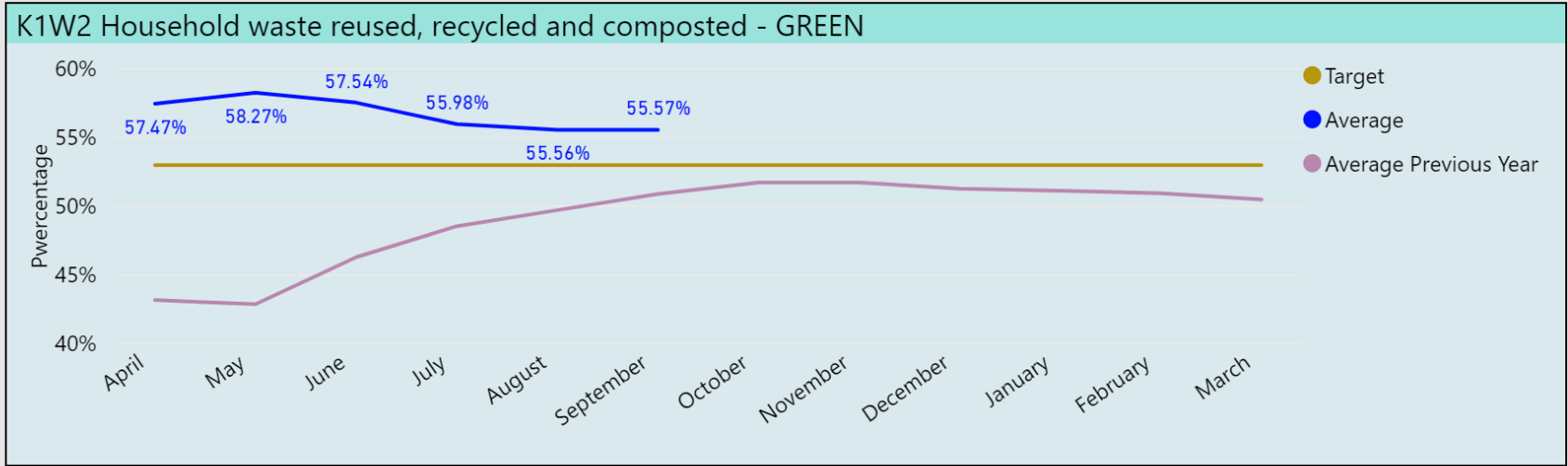
Actual	Average of Long Term	Short Term
9.77	6.32	3.44

Target	Actual	Actual Previous Year
7.50	9.77	8.96



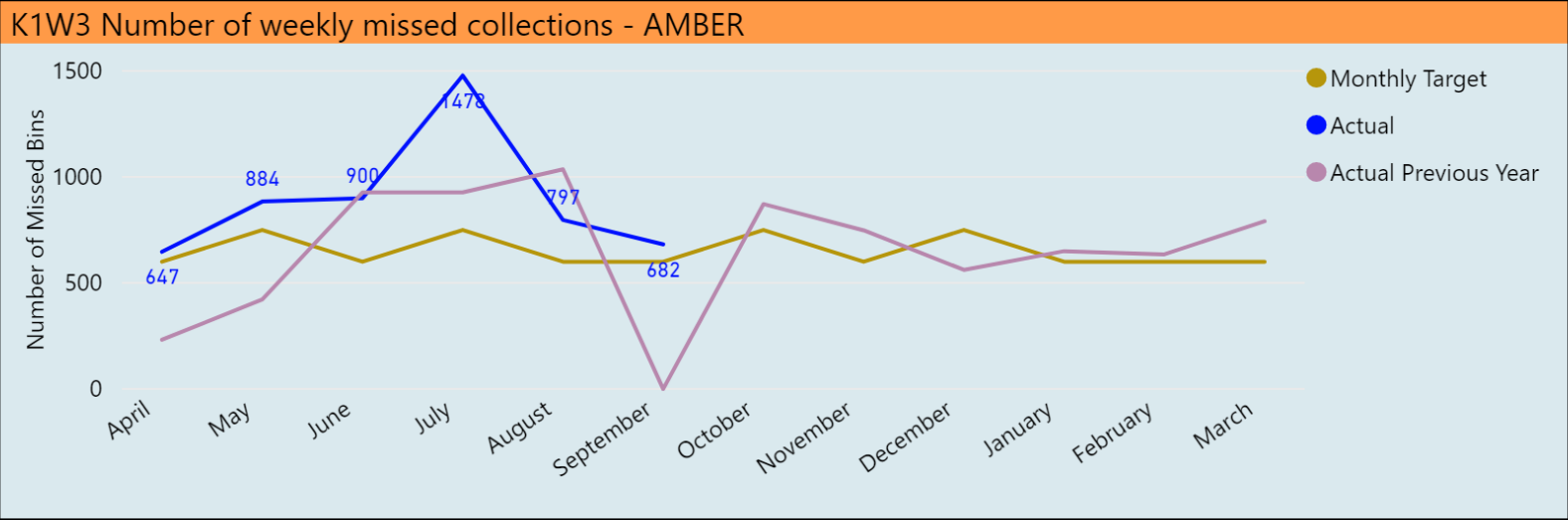
Following the Waste Service changes made in June 2017 there has been a sustained reduction in the amount of residual waste collected per household. We are on target to achieve the full year target.

	Cumulative Target	Cumulative Actual	Previous Year
	170.00	174.16	194.74
<			>



Following the Waste Service changes made in June 2017, recycling rates have continued to be high in the first half of this year resulting in the target being exceeded at the mid- year position. We are on target to achieve the full year target.

Target	Actual Average	Average Previous Year
53.00%	55.57%	50.90%



The number of missed bin has been just above target but still remains low as an overall percentage of all collections (0.05%). Some of these missed bins were not actually missed but related to recycling/refuse that has not been collected in line with our policy e.g. too many sacks of refuse or contaminated recycling left out for collection.

The system for reporting missed bins has been changed within the period. A number of other steps have also been taken to further reduce the number of actual missed bins. This has resulted in an improvement in performance which we expect to continue for the remainder of the year.

Monthly Target	Actual	Actual Previous Year	Weekly Target	Weekly Average by FP	Target % Missed by PF	Actual % Missed by FP
600	682	0	150	170.50	0.06	0.05%

Other performance news

- **Awards and accreditations**

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

Achieved April to September 2018	
Defence Employer Recognition Scheme	<p>Having achieved the Bronze Award in January 2018, CBC received the Silver Award in August.</p> <p>The Ministry of Defence gives these awards as part of its Employer Recognition Scheme, to businesses and organisations which go the extra mile to demonstrate their commitment to aiding and employing members of the military community.</p> <p>CBC aims to maintain and develop this work and is pleased to set an example to others. We are actively working to raise awareness of the Armed Forces Covenant, and encouraging other businesses and organisations in the area to also be Forces Friendly employers. August 2018.</p>
Visitor Experience Awards	<p>Colchester Museums' Visitor Services team were winners at the first-ever national Visitor Experience Awards. They were up against the Houses of Parliament, National Museums Liverpool and Cornwall's Regimental Museum in the Visitor Experience Team of the Year category. They were presented with their award a ceremony in London's Welcome Collection. August 2018.</p>
Green Flag Awards	<p>Castle Park and High Woods Country Park have again both been awarded Green Flag Awards, recognising them as two of the best parks in the UK. Colchester's Cemetery and Crematorium also achieved Green Flag status. Green Flags set a benchmark of standards for management and maintenance of publicly accessible urban and countryside parks, and promotes the community value of green spaces. The Castle Park also holds Green Heritage Site status. July 2018.</p>
Institute of Revenues, Rating and Valuation (IRRV)	<p>CBC is a finalist in the 2018 IRRV Performance Awards in the Revenues Team of the Year (District Authority) category. The team was shortlisted for its work to transform its collection service. The Revenues team handled 46,000 calls in 2017/18 and completed around 330,000 pieces of work. This not only helped CBC achieve its best results so far with a nearly 98% council tax and more than 99% business rates collection rate, but also a 98% customer service satisfaction rating. The shortlist was announced in June 2018; winners are announced in October 2018.</p>
Charter for Elected Member Development	<p>This award recognises that the Council has achieved best practice in the way it provides learning and development opportunities for its elected members (councillors). It provides an independent, robust and structured framework designed to help councils enhance and hone member development.</p>

	CBC was first awarded Charter Status for Elected Member Development in 2011 and was recredited in 2015. The accreditation lasts for a period of three years, and the Council passed its full reassessment in July 2018 .
Municipal Journal (MJ) Achievement Awards	<p>CBC was a finalist in the 'Digital Transformation' category for its work to improve its online experience for customers.</p> <p>As well as assessing the Council's digital transformation strategy to increase access to digital services and provide a more intuitive and personalised online experience for customers, judges considered digital innovations which have transformed the way staff work using cloud-based technology and revolutionised the operation of the Waste and Recycling Service. This includes, for example, a redesigned web portal for waste and recycling information, and the use of new in-cab route-planning technology fitted to the waste fleet providing live online navigation updates to officers and customers. June 2018.</p>
Disability Confident Employer	'Disability Confident Employer' – CBC achieved this in June 2018. The Disability Confident scheme supports employers to make the most of the talents disabled people can bring to the workplace. June 2018 .
Gold Travel Plan	CBC's Staff Travel Plan has retained its 'Gold' status as part of Essex County Council's travel plan accreditation awards. May 2018 .
LEXCEL	Legal Services have been re-accredited against this Law Society standard. Lexcel is the Law Society's legal practice quality mark for excellence in legal practice management and excellence in client care. May 2018 .
Rookie Life Saving Awards	Leisure World Colchester has been awarded the Essex Branch Silver Shield. Leisure World run the Royal Life Saving Society (RLSS) UK Rookie Lifeguard programme, which gives children the skills they need to be confident in the pool or the sea. The Silver Shield Award acknowledges the fantastic pass rate on its Junior Rookie Lifeguard courses held during 2018. April 2018 .
Creative Industries - Sector Deal	<p>Colchester has been highlighted as a creative hotspot in the Government's latest 'Sector Deal' for the Creative Industries. Recognised for 'high growth and concentration' of the creative industries, Colchester is ranked 20th out of 47 creative places in the UK.</p> <p>This could open a wide variety of opportunities, as the sector deal includes action to support the creative industries with the announcement of a new Creative Development Fund. This £20m fund aims to help creative hot-spots like Colchester to become world-class, unlock growth, encourage investment and create new jobs.</p> <p>Another strand will invest a further £39m in building new research and development partnerships between universities and business via the Industrial Strategy Challenge Fund. April 2018.</p>

Appendix D

Performance Reporting Timetable 2018 - 2019

The deadlines for the monthly performance reports are shown here along with the meetings this data will be reported to:

Monthly Performance Statistics – Quarter One April - June 2018			
Data Deadline to People & Performance (P&P)	10 May 2018 P1 (April statistics)	14 June 2018 P2 (May statistics)	12 July 2018 P3 (June statistics)
SMT Chat (Mondays)	14 May 2018	18 June 2018	16 July 2018

Monthly Performance Statistics – Quarter Two July - September 2018			
Data Deadline to People & Performance (P&P)	16 August 2018 P4 (July statistics)	13 September 2018 P5 (August statistics)	11 October 2018 P6 (September statistics)
SMT Chat (Mondays)	20 August 2018	17 September 2018	15 October 2018

Half Year Performance Report April – September 2018 Strategic Plan Action Plan, Monthly Performance Statistics and Award and Accreditations				
P&C	PMB (less KPIs)	Leadership	Scrutiny Panel	Cabinet
11 October 2018	23 October 2018	15 November 2018	11 December 2018	30 January 2019

Appendix D

Monthly Performance Statistics – Quarter Three October - December 2018				
Data Deadline to People & Performance (P&P)	15 November 2018 P7 (October statistics)	13 December 2018 P8 (November statistics)	10 January 2019 P9 (December statistics)	
SMT Chat (Mondays)	19 November 2018	17 December 2018	14 January 2019	

Monthly Performance Statistics – Quarter Four January - March 2019				
Data Deadline to People & Performance (P&P)	14 February 2019 P10 (January statistics)	14 March 2019 P11 (February statistics)	11 April 2019 P12 (March statistics)	
SMT Chat (Mondays)	18 February 2019	18 March 2019	15 April 2019	

Proposed KPI Targets for April 2019 – March 2020				
P&C	SMT	Leadership	Scrutiny Panel	Cabinet
10 January 2018	14 January 2018	17 January 2019	29 January 2019	13 March 2019

Appendix D

Year End Performance Report April 2018 – March 2019 Strategic Plan Action Plan, Monthly Performance Statistics and Award and Accreditations				
P&C	PMB	Leadership	Scrutiny Panel	Cabinet
11 April 2019	21 May 2019	May/June 2019	11 June 2019	10 July 2019

Note: Single Data List Indicators – Services to continue reporting direct to the relevant Government Department



Cabinet

30 January 2019

Item

Report of	Assistant Director (Policy and Corporate)	Author	Dan Gascoyne ☎ 282577
Title	Half Year 2018 - 2019 Performance Report including progress on 2018-2021 Strategic Plan Action Plan		
Wards affected	Not applicable		

1. Executive Summary

- 1.1 Cabinet is invited to consider the performance half year for the 2018 – 2019. This includes progress of our performance measures and an update on the Strategic Plan Action Plan (SPAP).

2. Recommended Decision

- 2.1 To consider the significance of the performance described in the attached reports for the organisation's ability to operate effectively, and achieve its strategic goals.
- 2.2 To note the Reporting Timetable covering 2018-2019, specifically the dates for setting KPI targets for 2019-2020.

3. Reason for Recommended Decision

- 3.1 To review 'amber' and 'red' KPI performance for 2018 – 2019.

4. Alternative Options

- 4.1 No alternative options have been presented to Cabinet.

Page break after Section 4.

Appendix E

5. Background Information

- 5.1 The Council has agreed a number of key performance areas which it uses as part of its Performance Management Framework to help monitor progress and improvement. This report provides an update of our indicators and a review of progress against our Strategic Plan Action.
- 5.2 At the half year point April - September 2018, the overall position was that 8 of our measures were achieved (or 'green'), 3 are considered 'at risk' of not meeting their target at year end (amber), and 1 did not meet the target in full ('red'). One of our measures have been adjusted due to legislative changes and therefore, has not been allocated a target.
- 5.3 The actions within our Strategic Plan Action Plan show that there is a considerable amount of positive activity being undertaken across the Council and with our partners to achieve our Strategic Priorities.
- 5.4 The Council has also received a number of awards and accreditations highlighted at the end of Appendix C.

6. Equality, Diversity and Human Rights implications

- 6.1 Progress and improvement of these and many of the actions within the Strategic Plan Action Plan support our aims of improving both services and the lives of everyone in the borough. Where required, specific Equality Impact Assessments will exist for policies and activities rather than for individual performance indicators or actions. Progress on the Council's Equality Objectives are included within the Strategic Plan Action Plan Update.

7. Standard References

- 7.1 There are no particular references to the Strategic Plan; consultation or publicity considerations or financial; community safety; health and safety or risk management implications.

7. Strategic Plan References

- 7.1 There are no particular references to the 2018 – 2021 Strategic Plan.

8. Consultation

- 8.1 The report's contents do not have any direct implications with regard to consultation. However, the Strategic Plan and priorities were agreed following public consultation.

9. Publicity Considerations

- 9.1 The performance report contains measures for our key performance indicators and our Strategic Plan Action Plan. Many of these are used to monitor the performance of our services, and as such these may be of public interest. The report and related information is published on the [Performance and Improvement](#) section of the Council's website.

10. Financial implications

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

Appendix E

11. Health, Wellbeing and Community Safety Implications

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

12. Health and Safety Implications

- 12.1 This report has no direct implications with regard to Health and Safety.

13. Risk Management Implications

- 13.1 We aim to deliver against performance indicators and the Strategic Plan Action Plan Actions, as both form a key part of our performance framework and expectations around delivery of our priorities to the residents of Colchester borough.

Appendices

- A. Strategic Plan Action Plan Year End Report covering 2017 – 2018.
- B. KPI Year End Report covering 2017 – 2018.
- C. Awards and Other Performance News covering 2017 – 2018.
- D. Reporting Timetable covering 2018-2019.

Background Papers

Not applicable.

Report of	Assistant Director of Policy and Corporate	Author	Jonathan Baker ☎ 282207
Title	Work Programme 2018-19		
Wards affected	Not applicable		

1. Executive Summary

- 1.1 This report sets out the current Work Programme 2018-2019 for the Scrutiny Panel. This provides details of the reports that are scheduled for each meeting during the municipal year.

2. Action Required

- 2.1 The Panel is asked to consider and note the contents of Work Programme for 2018-19.

3. Background Information

- 3.1 The Panel's work programme will evolve as the Municipal Year progresses and items of business are commenced and concluded. At each meeting the opportunity is taken for the work programme to be reviewed and, if necessary, amended according to current circumstances.
- 3.2 The Chairman of the Scrutiny Panel requested the inclusion of the Forward Plan of Key Decisions as part of the work programme for the Scrutiny Panel, and this is included as an **Appendix A**.

4. Standard References

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

5. Strategic Plan References

- 5.1 Governance is integral to the delivery of the Strategic Plan's priorities and direction for the Borough as set out under the four themes of growth, responsibility, opportunity and wellbeing.
- 5.2 The Council recognises that effective local government relies on establishing and maintaining the public's confidence, and that setting high standards of self governance provides a clear and demonstrable lead. Effective governance underpins the implementation and application of all aspects of the Council's work.

Appendices

Appendix A – Forward Plan of Key Decisions – 1 January 2019 – 30 April 2019

Work Programme for 2018/19

Scrutiny Panel meeting - 12 June 2018
Scrutiny Panel Chairman's briefing – 7 June 2018
<ol style="list-style-type: none"> 1. Financial Monitoring Report End of Year – 2017/18 2. Capital Expenditure Monitor 2017/18
Scrutiny Panel meeting - 17 July 2018
Scrutiny Panel Chairman's briefing – 12 July 2018
<ol style="list-style-type: none"> 1. 2019/20 Budget Strategy, Medium Term Financial Forecast and Budget Timetable 2. Treasury Management – Annual Report 3. Environment and Communities Futures Business Case 4. Implementation Plan to Plastic Recycling Collection from Flats 5. Annual Scrutiny Report
Scrutiny Panel meeting -21 August 2018
Scrutiny Panel Chairman's briefing – 13 August 2018
<ol style="list-style-type: none"> 1. Update on Implementation of Plastic Recycling Collections to Flats 2. Locality Budgets 3. Year End 2017/18 Performance Report including the Strategic Plan Action Plan 2018-21 4. Strategic Plan Spending Priorities 5. Bus Review Letter – Further Questions to Bus Companies
Scrutiny Panel (Crime and Disorder Committee) - 11 September 2018
Scrutiny Panel Chairman's briefing – 10 September 2018
<ol style="list-style-type: none"> 1. Safer Colchester Partnership (Crime and Disorder Committee)
Scrutiny Panel – 16 October 2018
Scrutiny Panel Chairman's Briefing – 9 October 2018
<ol style="list-style-type: none"> 1. Colchester Borough Homes Performance 2017-18 2. Homelessness and Rough Sleepers 3. Local Council Tax Support – Year 18/19
Scrutiny Panel meeting - 27 November 2018
Scrutiny Panel Chairman's briefing – 20 November 2018
<ol style="list-style-type: none"> 1. Strategic Plan Spending Priorities 2. 2018-19 Revenue Monitor, period April – September 3. 2018-19 Capital Monitor, period April – September
Scrutiny Panel meeting - 11 December 2018
Scrutiny Panel Chairman's briefing – 5 December 2018

<ol style="list-style-type: none"> 1. Central Support Futures Review 2. Half Year 2018 - 2019 Performance Report including progress on Strategic Plan Action Plan
Scrutiny Panel meeting - 29 January 2019
Scrutiny Panel Chairman's briefing – 24 January 2019
<ol style="list-style-type: none"> 1. 2019-20 Revenue Budget, Capital Programme, Medium Term Financial Forecast, Housing Revenue Accounts Estimate and Housing Investment Programme (Pre-scrutiny of Cabinet Decision) 2. Treasury Management Investment Strategy 3. Waste and Zones Futures Review 4. Proposed Key Performance Indicator Targets 2019-20
Scrutiny Panel meeting - 19 March 2019
Scrutiny Panel Chairman's briefing – 18 March 2019
<ol style="list-style-type: none"> 1. Arts Organisations

COLCHESTER BOROUGH COUNCIL

FORWARD PLAN OF KEY DECISIONS 1 January 2019 – 30 April 2019

During the period from 1 January 2019 – 30 April 2019* Colchester Borough Council intends to take 'Key Decisions' on the issues set out in the following pages. Key Decisions relate to those executive decisions which are likely to either:

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

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

The Council invites members of the public to attend any of the meetings at which these decisions will be discussed and the documents listed on the Plan and any other documents relevant to each decision which may be submitted to the decision taker can be viewed free of charge although there will be a postage and photocopying charge for any copies made. *All decisions will be available for inspection at the Library and Community Hub, Colchester Central Library, 21 Trinity Square, Colchester and they are also published on the Council's website, www.colchester.gov.uk*

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

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

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

If you need help with reading or understanding this document please take it to the Library and Community Hub, Colchester Central Library, 21 Trinity Square, Colchester or telephone (01206) 282222 or textphone users dial 18001 followed by the full number that you wish to call and we will try to provide a reading service, translation or other formats you may need.

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

KEY DECISION REQUIRED	DOES DECISION INCLUDE EXEMPT INFORMATION (or information defined by the Government as Confidential)	DATE OF DECISION or PERIOD DECISION TO BE TAKEN	DECISION MAKER (title and name, including Cabinet, portfolio holders and officers)	DOCUMENTS SUBMITTED OR TO BE SUBMITTED TO DECISION TAKER TO CONSIDER (and from where they are available)	CONTACT DETAILS FROM WHICH DOCUMENTS CAN BE OBTAINED (name of the authors of the reports)
Disposal of Commercial Site, Plot 600, Severalls Business Park	Yes	20 December 2018	Revolving Investment Fund Committee (Cllrs Barlow, Cory, King and T. Young) Please contact via Democratic Services (01206) 507832 email: democratic.services@colchester.gov.uk	Committee report and supporting documentation	Elizabeth Simpson Head of Estates, Colchester Amphora Trading Ltd Elizabeth.Simpsom@colchester.amphora.com 01206 508792
Appointment of contractor for refurbishment of bathrooms, showers and toilets in Colchester Borough Council housing stock	Yes	December 2018	Portfolio Holder for Housing and Communities, Councillor Tina Bourne Please contact via Democratic Services (01206) 507832 email: democratic.services@colchester.gov.uk	Portfolio Holder report	Andrew Tyrrell Client and Business Manager Andrew.tyrrell@colchester.gov.uk 01206 282390

KEY DECISION REQUIRED	DOES DECISION INCLUDE EXEMPT INFORMATION (or information defined by the Government as Confidential)	DATE OF DECISION or PERIOD DECISION BE TAKEN TO	DECISION MAKER (title and name, including Cabinet, portfolio holders and officers)	DOCUMENTS SUBMITTED OR TO BE SUBMITTED TO DECISION TAKER TO CONSIDER (and from where they are available)	CONTACT DETAILS FROM WHICH DOCUMENTS CAN BE OBTAINED (name of the authors of the reports)
Award of contract for the installation of heating systems To approve a new contract for heating systems following delegation from Cabinet in March 2018.	Yes	January 2019	Portfolio Holder for Housing and Communities, Councillor Tina Bourne Please contact via Democratic Services (01206) 507832 email: democratic.services@colchester.gov.uk	Portfolio Holder report	Andrew Tyrrell Client and Business Manager Andrew.tyrrell@colchester.gov.uk 01206 282390
Financial Review of the Revolving Investment Fund	Yes	16 January 2019	Revolving Investment Fund Committee (Cllrs Barlow, Cory, King, T. Young) Please contact via Democratic Services (01206) 507832 email: democratic.services@colchester.gov.uk	Revolving Investment Fund Committee report and supporting papers	Sean Plummer Strategic Finance Manager Sean.plummer@colchester.gov.uk (01206) 282347

KEY DECISION REQUIRED	DOES DECISION INCLUDE EXEMPT INFORMATION (or information defined by the Government as Confidential)	DATE OF DECISION or PERIOD DECISION TO BE TAKEN	DECISION MAKER (title and name, including Cabinet, portfolio holders and officers)	DOCUMENTS SUBMITTED OR TO BE SUBMITTED TO DECISION TAKER TO CONSIDER (and from where they are available)	CONTACT DETAILS FROM WHICH DOCUMENTS CAN BE OBTAINED (name of the authors of the reports)
Changes to the financial delivery structure and asset ownership of the Northern Gateway Heat Network	Yes	30 January 2019	Cabinet (Cllrs Barlow, Bourne, Cory, Goss, King, Lilley, B. Oxford, T. Young) Please contact via Democratic Services (01206) 507832 email: democratic.services@colchester.gov.uk	Cabinet report	Andrew Tyrrell Client and Business Manager Andrew.tyrrell@colchester.gov.uk 01206 282390
2019-20 General Fund Revenue Budget, Council Tax, Capital Programme and Medium Term Financial Forecast To recommend to Council the 2019-20 General Revenue Budget, Colchester Borough Council's element for Council Tax for 2019-20 and the Capital Programme.	No	30 January 2019	Cabinet (Cllrs Barlow, Bourne, Cory, Goss, King, Lilley, B. Oxford, T. Young) Please contact via Democratic Services (01206) 507832 email: democratic.services@colchester.gov.uk	Cabinet report	Sean Plummer Strategic Finance Manager Sean.plummer@colchester.gov.uk (01206) 282347

KEY DECISION REQUIRED	DOES DECISION INCLUDE EXEMPT INFORMATION (or information defined by the Government as Confidential)	DATE OF DECISION or PERIOD DECISION TO BE TAKEN	DECISION MAKER (title and name, including Cabinet, portfolio holders and officers)	DOCUMENTS SUBMITTED OR TO BE SUBMITTED TO DECISION TAKER TO CONSIDER (and from where they are available)	CONTACT DETAILS FROM WHICH DOCUMENTS CAN BE OBTAINED (name of the authors of the reports)
Housing Investment Programme (HIP) 2019/20 To approve the Housing Investment Programme for 2019/20.	No	30 January 2019	Cabinet (Cllrs Barlow, Bourne, Cory, Goss, King, Lilley, B. Oxford, T. Young) Please contact via Democratic Services (01206) 507832 email: democratic.services@colchester.gov.uk	Cabinet report	Darren Brown Finance Manager (Business Partners) Darren.brown@colchester.gov.uk (01206) 282891
Housing Revenue Account Estimates 2019/20 To approve the HRA Estimates 2019/20	No	30 January 2019	Cabinet (Cllrs Barlow, Bourne, Cory, Goss, King, Lilley, B. Oxford, T. Young) Please contact via Democratic Services (01206) 507832 email: democratic.services@colchester.gov.uk	Cabinet report	Darren Brown Finance Manager (Business Partners) Darren.brown@colchester.gov.uk (01206) 282891

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The Future Ownership of the New Affordable Housing Delivered on the Phase 1 Colchester Amphora Housing Ltd Developments	Yes	30 January 2019	Cabinet (Cllrs Barlow, Bourne, Cory, Goss, King, Lilley, B. Oxford, T. Young) Please contact via Democratic Services (01206) 507832 email: democratic.services@colchester.gov.uk	Cabinet report	Andrew Tyrrell Client and Business Manager Andrew.tyrrell@colchester.gov.uk 01206 282390
Opportunities to Develop Council Owned Sites Through Housing Revenue Account (HRA) Borrowing	Yes	30 January 2019	Cabinet (Cllrs Barlow, Bourne, Cory, Goss, King, Lilley, B. Oxford, T. Young) Please contact via Democratic Services (01206) 507832 email: democratic.services@colchester.gov.uk	Cabinet report	Andrew Tyrrell Client and Business Manager Andrew.tyrrell@colchester.gov.uk 01206 282390

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The award of the Voids and Insurance works contract	Yes	February 2019	Portfolio Holder for Housing and Communities Tina Bourne Please contact via Democratic Services (01206) 507832 email: democratic.services@colchester.gov.uk	Officer report	Andrew Tyrrell Client and Business Manager Andrew.tyrrell@colchester.gov.uk 01206 282390

CONTACT ADDRESSES FOR COLCHESTER BOROUGH COUNCIL

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Tel: (01206) 507887
email: leonie.rathbone@colchester.gov.uk