

# Strategic Plan Action Plan – Year End Report 1 April 2015 – 31 March 2016

## Vibrant

- Enhance the diverse retail and leisure mix supporting independent business opportunities valued by residents and visitors
- Develop a strong sense of community across the Borough by enabling people and groups to take more ownership and responsibility for their quality of life
- Make more of the great culture and heritage in Colchester so that more visitors can enjoy the history and passion of Colchester
- Create the right environment for people to develop and flourish in all aspects of life both business and pleasure

Action	Year-end update
Work with development partners to bring exciting new retail and leisure to the eastern part of Colchester town centre	Agreement for lease signed with Curzon and planning application to be submitted in May. Heads of Terms agreed by Cabinet and legals instructed for Building Partnerships scheme to deliver new student homes; and for new 86 bed hotel and restaurants on land adjacent to Firstsite. Worked with Greyfriars developer to bring forward new high quality 26 bed hotel.
Launch the new High Street Charter Market and develop the offer with themed or extra market events	New 'Charter Market' has now had its first birthday having launched successfully in the spring of 2015. Overall the market has had a good first year. Occupancy rates are steady at an average of 54% which is above the national average of 46%. The remainder is taken up by casual traders and new traders. Trader satisfaction is high and income close to expected levels despite 4 stalls being removed at the mid-year review stage to ease the traffic issues at the top of the High Street. Some successful extensions to the market took place ('Light and Shades' evening market & 'Heritage Themed' market).
Support communities to develop their own Neighbourhood Plans	Examinations started for Myland and Braiswick, and Boxted Neighbourhood Plans in March 2016. The remaining Neighbourhood Plans being prepared for Copford & Easthorpe, Marks Tey, Eight Ash Green, Stanway, Tiptree and Wivenhoe have reached various stages of development including gathering evidence, holding public consultations and selecting development sites. The Wivenhoe Plan is on course to progress to examination during late summer/early autumn 2016.
Work with our residents, the third sector and other service providers to implement the Community Enabling Strategy to enable communities to influence, own or co-design services	The new enabling approach is at the heart of both transformational change and smaller, but no less important community projects: <ul style="list-style-type: none"> <li>• Colchester's Big Choice gave power to the people to vote for their favourite projects to receive a share of £200,000 of grant funding.</li> <li>• The Council has redesigned several services to customers, enabling 24/7 access to services. Targets to encourage electronic transactions have been achieved and web contact has increased by almost 500% since April 2014. Work to change behaviour is also an important element of the enabling strategy, recycling continues to increase and</li> </ul>

	<p>pilot activities on reducing littering have proved successful.</p> <ul style="list-style-type: none"> <li>• Days of Action and 'Make a Difference' days have seen services working with communities to focus on things that communities want to see change in their neighbourhoods.</li> <li>• Neighbourhood planning is being encouraged and supported across the Borough.</li> <li>• Grant awards have focussed on 'enabling' as a theme.</li> <li>• The Litter Warriors scheme has empowered community groups to tackle their own litter problems.</li> </ul> <p>Our 'Go Online' work has been very successful. Over the last year we have helped with over than 400 customers in the Library and Community Hub receiving help to get online. We now have 45 volunteers acting as Online champions assisting residents with their digital skills and enabling them to access our online services. Our basic digital skills course has taught 46 residents who had poor digital skills to access the internet, set up and send email, learn about online safety and access our services online. More than 80 customers have also been given help at our Go Online events ('Digital Bazaars').</p> <p>We have empowered our residents to feedback on the web services we provide, allowing us to continually improve our online services to residents. Research was conducted with planning professionals and residents to help redesign the planning section of the website focusing on the user journey and making a clear distinction between Resident content and Business content.</p>
Work with the Colchester Community Voluntary Service (CCVS) and other local voluntary sector organisations to promote volunteering	<p>CBC grant funding has supported Colchester Community Voluntary Services (CCVS) to expand volunteering opportunities. Information presented by CCVS confirms that 48 volunteers in total will have been deployed by end May 2016. This will be backed up by a formal report from CCVS in June. Communications have given support to CCVS to develop their 'One Colchester' communications and marketing campaign. The project has supplied volunteer online Champions for events such as 'Greenstead Go online' and they will be taking part in this years 'Older Persons Crucial Crew'. The support that volunteers are providing to vulnerable people through CBC 'Helpline' is ongoing and the number of people wishing to befriend is increasing. CCVS volunteers also supported the 'Light and Shades' family fun day and will be providing additional stewards at the 'Slide Rider' event.</p>
Make more of our culture and heritage with initiatives such as the Friends of the Colchester Roman Wall and by attracting Heritage grants	<p>The Council's investment into our heritage assets over the last five years includes the castle redevelopment and repairs to parts of the 'Roman Wall'. In addition to this around £900,000 has been spent on repairs and maintenance of its listed buildings and heritage assets. There is annual investment in the Castle to maintain it as a leading visitor attraction, including updates to its 'app'; £33k into the 'Roman Circus' in partnership with Colchester Archaeological Trust and</p>

	<p>£25k has been spent to light Balkerne Gate with further funding set aside to improve heritage lighting. £100,000 has also been set aside to help promote our heritage and increase visitor numbers. The Alleyways BIFA project will highlight the historic significance of these forgotten medieval routes south from the High Street and provide interpretation of their history in a traditional format that draws on the town's rich craft traditions. The features and interpretation should be installed this summer as part of the on-going public realm enhancement works funded by the Local Enterprise Partnership (LEP) Growth Fund. The Town Hall was also the focus of a unique 3D projection show as part of the 'Light &amp; Shades' event and the 'Celebrate Heritage' fun day assisted in the promotion of the national 'Heritage Open Days' scheme.</p>
<p>Ensure sufficient land is allocated in the right places to attract and retain businesses, supply homes and identify the infrastructure that is needed by developing a Local Plan for the borough</p>	<p>The Council retains a five year supply of housing land. Work is ongoing to update the Local Plan evidence base and a 'Preferred Options' document is due to be considered by local plan committee in June ahead of full public consultation. The committee approved draft development management policies at its meeting on 4 April.</p>
<p>Co-ordinate partners and funding streams in the Northern Gateway and the Hythe to generate a wide range of jobs and facilities</p>	<p>Heads of Terms were agreed with Turnstone for commercial leisure development at Northern Gateway. Completion of the 'David Lloyd' lease to provide new jobs for the Borough and a commercial revenue stream to the Council. Contracts were exchanged for sale of site at Axial Way to Lookers which has retained jobs in the borough. The Council has worked with potential funding partners such as Sport England and British cycling to bring forward a sports-led scheme for land north of the A12. The scheme which has a vision to promote participation, performance and health involves the relocation of Colchester Rugby Club as well as the creation of new sports facilities for cycling, cricket, archery, and American football with discussions ongoing with a number of other local clubs and national sporting bodies. Funding has been secured from the Department of Energy and Climate Change for feasibility studies looking at Energy Centres for the Hythe and Northern Gateway which would provide low carbon heat supplies to new employment sites and housing.</p>
<p>Create more independent business opportunities by providing trading units in new large developments across the borough.</p>	<p>The Creative Business Centre with over 40 units for small creative/digital businesses is on site with completion due September 2016.</p>

## Prosperous

- Promote Colchester to attract further inward investment and business relocation, providing greater and more diverse employment opportunities
- Support people to develop the skills needed by employers in the future to take advantage of higher paid jobs being created
- Provide opportunities to increase the number of homes available including those that are affordable for local people and to build (& renovate) our own Council houses for people in significant need
- Ensure transport infrastructure keeps pace with housing growth the keep the Borough moving

Action	Year-end update
Deliver an inward investment campaign in key employment sectors	Colchester's first 'Inward Investment Guide' is currently in production. It will showcase a variety of business opportunities in the borough. A new inward investment website is under development to be launched late 2016. Work in collaboration with Invest Essex has resulted in new inward investment leads which are being actively progressed.
Work with the Town Team and other partners to promote Colchester to attract inward investment	'Inward investment' leads will be introduced to the Town Team (now 'Colchester Presents') as appropriate. This group were also part of the planning for the 'Celebrate Heritage and Light & Shades' events. Partnership working with town centre businesses and taxi operators has been undertaken to achieve the Purple Flag re-accreditation.
Review the Better Colchester Town Centre website to promote Colchester	A review is currently being undertaken as part of the 'Better Town Centre' improvement programme. Feedback from the town centre improvements exhibition will also be used.
Secure increased funding and support for skills initiatives particularly in growth or emerging sectors	Funding has been secured for the delivery of ultrafast broadband infrastructure in the town centre including the Creative Business Centre. Funding has also been secured from the Department for Energy & Climate Change for feasibility studies on heating schemes for homes and businesses at Northern and East Colchester. The Council supported 'Walking With The Wounded' with a reception for their 'Walk of Britain' which aimed to raise the profile of this charity that invests in resettling wounded ex-service personnel and helping them to find new civilian employment opportunities.
Provide local economic data to education providers to help ensure that the skills that Colchester businesses need are provided	The Colchester Economic Growth Strategy evidence base and the Essex Skills Board data updates are on the website and are being disseminated to education providers.
Ensure there is an ongoing five-year supply of housing sites and the provision of sufficient numbers, types and tenure of housing to meet local need	The council has maintained a five year supply of housing sites. Further sites are available for the medium term. The new Local Plan will ensure there continues to be adequate land available to provide a range of house types and tenures.

Deliver 205 new affordable homes in the borough by 2018	A total of 106 new affordable homes were delivered in 2015/2016. This is 52% of the target we need to achieve by 2018.								
Seek 20% of new homes on qualifying sites to be affordable homes	<p>During 2015/2016, a total of 5 qualifying sites had legal agreements settled which specified the affordable housing contribution to be built. The total affordable housing contributions are set out below:</p> <table><tr><th>Total number of homes due on the 5 qualifying sites</th><th>Number of affordable homes due if 20% affordable policy applied</th><th>Number of affordable homes actually secured</th><th>Commuted sum to provide affordable homes offsite Instead of on-site for these 5 sites</th></tr><tr><td>567</td><td>113</td><td>83</td><td>£493,000</td></tr></table>	Total number of homes due on the 5 qualifying sites	Number of affordable homes due if 20% affordable policy applied	Number of affordable homes actually secured	Commuted sum to provide affordable homes offsite Instead of on-site for these 5 sites	567	113	83	£493,000
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Work with Colchester Borough Homes to increase the quality of council housing by refurbishing these properties and using new technologies to ensure they are energy efficient	Another year of the Housing Investment Programme has been completed that has seen a capital investment of more than £13.1 made in the Council’s housing stock. Contractors have completed the works on budget and to a high level of customer satisfaction. Refurbishment work at Enoch House is well under way; Phase 1 has been completed and the first tranche of residents moved into their new flats, while the demolition and rebuild of the wing in Phase 2 is on programme. In partnership, we were able to ramp up the installation of solar PV systems before the Government’s cut in the ‘Feed In Tariff’ came into effect at the end of December 2015, bringing this total to just over 2,670 systems on our housing stock; these will provide our tenants with significant savings on their energy costs.								
Work with statutory and voluntary sector partners to prevent homelessness and rough sleeping in the borough	<p>CBC continues to work with partners to prevent homelessness and rough sleeping through actions set out in the Homelessness Strategy including:</p> <ul style="list-style-type: none"><li>• Our ALMO, Colchester Borough Homes and our voluntary sector partners prevented 489 households from becoming homeless in 2015/2016</li><li>• Funding to Beacon House - to provide outreach for entrenched rough sleepers</li><li>• CBC funding to Anglia Care Trust - to provide early intervention for prison leavers, a package of intensive support to prevent homelessness and accommodation with support for single people who are homeless</li><li>• Multi-agency approach to tackling rough sleepers which focuses on current and potential rough sleepers to understand and co-ordinate support</li></ul>								

<p>Articulate Colchester's transport needs to influence the development of new infrastructure by the Highway Authority and developers</p>	<p>As part of the evidence base for the new Local Plan, transport modelling work has been undertaken on future development scenarios to gain a better understanding of associated infrastructure needs. A specific piece of work has been undertaken on Rapid Transit to support potential growth in east Colchester.</p> <p>The Council responded to the ECC consultation on the Bus Service Review and Cycle Strategy, making suggestions to either retain or improve services, along with improvements to the strategy.</p>
<p>Support the delivery of improvements to the strategic road and rail network</p>	<p>The third and final part of the Northern Approaches Road opened in April 2015.</p> <p>Colchester's 'Park and Ride' service opened in April 2015 and launched in June 2015. An extra stop at Middleborough was added to the route following lobbying.</p> <p>Colchester has been represented at the 'A120' Member and Community Forum to progress the development of an improved A120 between the A12 and Braintree. Input has been made on the scheme to widen the A12, providing information on current and potential future growth to Highways England.</p> <p>Network Rail have been included in the Garden Communities Transport Working Group to ensure they are aware of the potential growth issues from the next Local Plan and how this aligns with the outputs of the Anglia Rail Study.</p> <p>Colchester responded to the March 2016 Lower Thames Crossing consultation supporting investment in this strategic link and making suggestions on how the options can be improved.</p> <p>A feasibility study into gateway signage in and around the Colchester borough has been undertaken as part of the BIFA programme.</p>
<p>Allocate developer funding to sustainable transport projects in the borough which improve the balance between different modes of transport</p>	<p>Requests are made at Development Team and in response to applications to ensure new development are well served by sustainable transport modes. A new path opened as part of the Brook Street development linking to the Wivenhoe Trail. Officers are working with the University and Maltings Student accommodation unit on a Travel Planning 'App'.</p> <p>Officers worked with developers on sites including Severalls, Cowdray Avenue and Sainsbury's to ensure better permeability for walking and cycling and provision for bus services.</p>
<p>Improve the walking and cycling links between Colchester North Station and the town centre through initiatives such as 'Fixing the Link'</p>	<p>LEP Local Growth Fund monies are to be invested on projects promoted by Colchester including improving the alleyways in the town centre and improving links between 'Park and Ride' stops and the town centre core.</p> <p>Cycle parking on the south side of Colchester station has been doubled and a new secure parking unit was launched in September. New bike racks were installed in the High Street in December.</p> <p>Phase one of the 'Fixing the Link' project was delivered and successfully launched in March 2016 with support from Abellio Greater Anglia (AGA) and ECC.</p>

## Thriving

- Provide Colchester's heritage and wide ranging tourism attractions to enhance our reputation as a destination
- Be recognised as a centre of learning with excellent schools and educational opportunities for young people to make the most of their potential
- Be clear about the major opportunities to work in partnership with public, private and voluntary sectors to achieve more for Colchester than we could on our own
- Cultivate Colchester's green space and opportunities for health, wellbeing and the enjoyment of all

Action	Year-end update
Provide positive experiences for visitors and residents by promoting Colchester's key leisure, visitor attractions and events venues	<p>Promotional activity has included:</p> <ul style="list-style-type: none"> <li>• Delivery of a monthly e-magazine 'What's On' has been very successful with over 6,000 subscribers.</li> <li>• CBC has been supporting the 'Visit Colchester' marketing activity on a local and regional basis.</li> <li>• Creation of the monthly Colchester Calendar to promote events in the Town Centre. CBC is represented on the Town Centre marketing team, {Colchester Presents} and has helped with the promotion of the Christmas Light switch on campaign and Winter Wonderland.</li> <li>• The revamp of the Visit Colchester Website has been launched and social media promotion has increased, with positive feedback on venues and activities/special events.</li> <li>• A new 'Tourism' video was developed during the year and received good feedback.</li> <li>• A new town centre Christmas Lighting scheme was installed for Christmas 2015 as year one of a three year contract.</li> <li>• Work is underway to significantly improve the skate park facilities at Colchester Leisure World following investment from Section 106 funding. Customers of this facility were also actively engaged in the design process.</li> </ul>
Support and help market a range of cultural festivals for local people and visitors	CBC has undertaken successful promotion of a range of events this year both on social media, the website and with marketing materials. These include, Summer Screen, Heritage Open Days, Light & Shades, Christmas Light switch on, and Winter Wonderland.
Enhance Colchester's heritage attractions with initiatives such as integrating attractions, identifying trails around the town, and lighting the Roman walls	<p>Further development of a digital app trail focusing on the Roman and Norman heritage of the town is underway. This will be launched in June 2016. Three panels for the trail around the Roman Wall are in preparation in conjunction with the Friends of the Roman Wall, as is a panel for Mersea Barrow.</p> <p>Additional investment into heritage assets include new lighting; Castle spend; Fenwick Treasure;</p>

	<p>VIC website update; maintenance to Hollytrees, Walls; NH Museum and Town Hall. The Council has worked with Arts partners and town centre businesses on joint events and attractions throughout the year. Balmerne Gate will be permanently lit as part of the long-term plans to light historic sites around the town and Holy Trinity Church is also being considered as part of this programme. St Peter's Church on North Hill is now permanently illuminated at night as part of the Fixing the Link trail.</p>
Promote what Colchester has to offer to residents, visitors, and new businesses	<p>Colchester was awarded Purple Flag status for its well-managed town centre after dark in February 2016. October 2015 saw the town join in a celebration of its Purple Flag status over Purple Flag weekend. This event was well supported by many of our partner organisations. Jumbo, the Castle and the Town Hall were lit in purple, a taxi was wrapped in Purple Flag livery and town centre licensed premises and taxi drivers joined-in to promote the flag and raise money for and awareness of the SOS Bus.</p> <p>A new and improved version of the official tourism website VisitColchester.com was launched in March 2016. This new site has a fresh look and feel; includes new functionality for the user and improved visibility to search engines. More than 500,000 users viewed VisitColchester.com in 2015.</p> <p>A new Tourism Video was launched in the Spring showcasing Colchester's finest tourist attractions and a further £100,000 investment into tourism and visitor marketing has been approved for 2016/17.</p>
Establish an effective apprenticeship programme to provide career and learning opportunities for young people	<p>An apprenticeship scheme launched in March 2016 will provide Enterprise NVQ 3 qualification to young people with work placements in at least 2 local Small to Medium Size companies – based on a very successful scheme now operating in Norfolk. Construction apprentices employed initially on the Creative Business Centre as part of the contract with Phelan Construction.</p>
Work with the third sector to deliver Colchester's Environmental Sustainability Strategy	<p>CBC has developed a network with community groups and third sector organisations with a joint aim to support work in environmental sustainability and to support communities to build resilience. By working with third sector partners, the Council:</p> <ul style="list-style-type: none"> <li>• <b>Raised the profile of rural skills training</b>, by supporting external grant funding applications; encouraging a partnership approach to fill gaps in the provision, and actively promoted new rural skills training courses at CBC led events.</li> <li>• <b>Promoted energy efficiency</b>, during Big Energy Week to promote key information from the Energy Savings Trust on how to reduce household energy use and costs.</li> <li>• <b>Reduced fuel poverty</b>, by promoting the Big Community Switch project information to registered social housing providers. In 2015/2016, Colchester's residents saved £70,279 on their fuel bills by using the Big Community Switch to change to a cheaper energy supplier. On average they saved £218.</li> </ul>



<p>Make the most of our parks and open spaces by managing them well and offering a range of activities and events</p>	<p>Work to procure a new grounds maintenance contract has resulted in The Landscape Group taking on provision of the contract from April 2016. The Council continues to expand the opportunities for a variety of events and festivals in parks and open spaces and a new Festivals Grant of £40,000 was made available in March. Commercial and charity events are catered for at a wide range of locations offering excitement, education and entertainment for all ages. Improvements have been made to offer a wide range of helpful on-line information to prospective event organisers. Investment into floral displays in and around the town centre has also taken place in the last year.</p>
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## Welcoming

- Ensure Colchester is a welcoming and safe place for residents, visitors and businesses with a friendly feel that embraces tolerance and diversity
- Improve the cleanliness and health of the place by supporting events that promote fun and wellbeing
- Create a business friendly environment, encouraging business start-ups, support to small and medium sized enterprise and offer development in the right locations
- Make Colchester confident about its own abilities, to compete with the best of the towns in the region to generate a sense of pride

Action	Year-end update
Work with partners to fund and deliver streetscape improvements to support economic vitality	£5m has been secured from the LEP with ECC to deliver strategic town centre improvements which include upgrading of key pedestrian routes, including the High St Alleyways (St Nicholas Passage, Pelhams Lane, and Bank Passage). The Fixing the link creative wayfinding system is a new initiative that will be installed in Spring 2016. This will guide visitors to Colchester from the railway station to the town centre.
Work with partners in the Safer Colchester Partnership to deliver support, promotion and regulation in order to make Colchester even safer and for it to feel safer	The Council has invested £11,000 in raising awareness of the town's Purple Flag accreditation in 2015. The aim of this is to change perceptions of the town centre after dark and encourage more people to come into town to enjoy the many new places to eat, drink and socialise. The Licensing Enforcement Group has continued to meet and to work to target problem premises and agree joint partner actions to ensure compliance. Over the course of the past year The Council has dealt with 59 premises. There are currently 14 live cases. Licenced premises are increasingly willing to engage to help prevent problems arising. The Safer Colchester Partnership has reviewed its governance structure and Terms of Reference this year to ensure it is fit for purpose into the future. There is an annual partnership plan setting out the work of the partnership to address crime and disorder for the period and this is regularly monitored to ensure targets are being achieved.
Improve the information available to new residents	The Customer Demand and Research team are planning the development of a new 'app' for residents to act as a single point of contact with the Council when they first move to the Borough. The team are in the process of planning for the next steps for the development of the app, ensuring it is in line with future website development and aligned to any new software packages we need to integrate with.
Improve street cleansing and enforcement in Colchester town centre, and in Stanway, Tiptree, West Mersea, and Wivenhoe	In the High Street, the pavements have been given a deep clean to remove engrained chewing gum, and a protective layer has been added to the York stone. The Council has invested over £100k in a new 'Hot Wash' machine for the town centre and appropriate areas around the Borough. Enforcement has increased by approximately 2000-2500 extra enforcement hours each

	<p>month. A rota was also produced for each zone to send their wardens in to town with the specific task of tackling litter. The 'We are Watching You' dog Fouling campaign has been very successful in the ten targeted areas and a 2016 Litter Campaign is now planned. Seven of these ten areas saw a reduction in dog fouling during the campaign period. Officers have been issued with new and more consistent hi-vis clothing to make them more identifiable to the public. We are fast approaching 200 'Litter Warriors' (volunteers who litter pick their communities with equipment supplied by the Council). The three R's project has been trialled in one primary school to educate young people on the 'Reduce, Reuse, Recycle' principle. Further to this we have five new Junior Warden schemes running where young people learn about the community they live in and are encouraged to take pride in their areas.</p>
<p>Work with health partners to contribute towards delivering effective outcomes for individuals and their families, with particular focus on prevention and intervention to improve health outcomes and to tackle health inequalities</p>	<p>A new Public Health Improvement Coordinator post in partnership with Essex County Council Public Health Team and Tendring District Council has been recruited.</p> <p>A new Housing and Health working group has been established jointly with North East Essex Clinical Commissioning Group (CCG). This will co design schemes to avoid hospital admissions and co-ordinate our housing work with hospital discharge.</p> <p>The Council worked with the CCG to integrate CBC services into an admissions avoidance 'app' used by GPs in North Essex.</p>
<p>Lead and develop the Active Colchester Network to co-ordinate programmes and activities to increase participation</p>	<p>A CBC Sport &amp; Leisure Officer Chairs the Active Colchester Community Sports Network, which is attended by representatives from Colchester Borough Council, University of Essex, Colchester Institute, Colchester Garrison, Essex FA, Essex County Cricket Club, Colchester Community Volunteer Services, Active Essex and Colchester United Football in the Community.</p> <p>Active Colchester successfully applied for funding to stage a number of activities/events in 2015/16 including:</p> <ul style="list-style-type: none"> <li>• Allocated an 'Active Essex' apprentice placement to increase resource in order to help deliver sporting projects in Colchester</li> <li>• Inter Community Games: <ul style="list-style-type: none"> <li>○ Older people's event at Leisure World Colchester</li> <li>○ Free Sports Festival at Leisure World Highwoods</li> <li>○ Tiptree Community Games</li> <li>○ Boccia Training Sessions</li> </ul> </li> <li>• Parkour at Leisure World Highwoods</li> <li>• Ladies Only Group Swimming Lessons at Leisure World Colchester</li> <li>• Junior ParkRun</li> <li>• Funding workshop for sports clubs</li> </ul>

Work with Colchester Borough Homes, housing providers, private landlords, residents and partners to create cleaner, greener and safer communities	<p>The borough's Air Quality Action Plan 2016-2022 was launched. The plan aims to tackle areas of the borough with high pollution levels. Additionally the Low Emission Strategy supports the plan and aims to address traffic emissions in more detail. Initiatives already launched include:</p> <ul style="list-style-type: none"> <li>• A new air quality health alert service delivered in partnership with AirText. Alerts are based on local air quality monitoring sites and national weather forecasting.</li> <li>• Using £194,000 of Department for Transport funding to fit emissions reduction technology to ten buses operating in the borough. The initiative undertaken in partnership with First Essex reduces emissions by over 80%, eliminates most of the harmful particulate matter and improves fuel efficiency.</li> </ul> <p>The Council has undertaken over 700 dwelling inspections across the borough, mitigating or removing 438 'category 1' or significant 'category 2' hazards from homes including the removal of 83 families from fuel poverty through interventions such as property improvements. The Council continues to work in partnership with Colchester Borough Homes to deliver a supported Disabled Facilities Grant Service to adapt homes to enable residents to live independently in their own home for longer.</p>
Enhance the offer from Colchester Business Enterprise Agency to deliver a 'one-stop-shop' for business start-ups and survival	The Colchester Business Enterprise Agency (COLBEA) has secured funding from the South East Local Enterprise Partnership to provide additional support services to help new businesses to start and prosper in Colchester.
Deliver the Creative Business Centre in the town centre to support fledgling businesses	The construction of the Creative Business Centre is underway with completion due September 2016.
Launch a new destination marketing campaign to raise Colchester's profile and to encourage pride in the borough	The Council produced a 'tourism' video and joined up marketing for events and activities throughout the summer. A further £100,000 was agreed for 2016/17 which will include a Colchester Treasure campaign and additional resourcing for joint marketing with 'Visit Britain', 'Visit Essex' and more local advertising along with efforts to increase day trips and overnight stays in Colchester.

## Additional Strategic Plan Actions

During 2015-16 the Cabinet allocated extra funding to achieve the Strategic Plan. As a result new initiatives have been developed during the year which will be added to the Strategic Plan Action Plan for 2016-17. These include:

Action	Year-end update
Locating the Roman Gates	This project will highlight the locations of historic gates in the Roman Wall. A budget for this project was approved in January 2016. Scoping work has commenced, building on the successful completion of Phase One of the Fixing the Link project. From April there will be further development with an implementation date anticipated in autumn 2016.
Increase Tourism / visitor numbers to Colchester	Approved work will include a 'Colchester Treasure' campaign and additional resourcing for joint marketing with Visit Britain, Visit Essex and more local advertising along with efforts to increase day trips and overnight stays in Colchester.
Discovering Colchester Historic Buildings	This project will bring together heritage organisations, for example, the Colchester Historic Buildings Forum, and recognised specialists, to identify, record, understand and promote Colchester's rich assemblage of surviving medieval and early post-medieval buildings. The project will add to our understanding of the development of our historic town, our understanding of historic buildings across the town and their survival, and enable us to assess and identify buildings at risk. It is also expected that an online gazetteer will enable the statutory lists for Colchester to be enhanced. The project will be completed in March 2017.
Community Archaeology Project	This project is to facilitate an archaeological evaluation of the Queen Street Bus Depot. Assuming archaeological remains are encountered, an external funding bid will be made, with local heritage organisations, to undertake a community archaeology project giving volunteers the opportunity to participate and be trained in the techniques of archaeological investigation by a professional archaeological team. Colchester Archaeological Trust has been commissioned to undertake the evaluation.
Colchester Heritage Explorer Website	The project will deliver a web portal to enable online publication of the Colchester Urban Archaeological Database. This will provide access to records detailing Colchester's rich heritage from early prehistory to the present day. The website will be designed to be user-friendly and responsive. It will link to other online resources for Colchester's residents and for visitors to the area. A heritage consultant has been appointed to deliver this project, and the project will be completed – and the website launched - in November 2016.

Heritage Guide for Colchester	This project will produce a new heritage guidebook on Colchester, providing visitors with a tour of significant heritage attractions and a brief history of this important Roman and Medieval Town. The new guide will be launched in October 2016.
Construction Skills Centre	Working with Phelan Construction, Essex County Council and Colchester Institute, this project will establish a construction training facility for apprenticeships, upskilling & site accreditation and construction sector 'taster' days for Years 10 -13.