

The development of these priorities and the Strategic Plan is informed by a range of relevant information, data, surveys or consultations including: [Census data](#), [ONS data sources](#), [Essex Open Data](#), [Public Health Profiles](#), [indices of deprivation](#), [Colchester Joint Strategic Needs Assessment \(JSNA\) profile 2019](#).

This longer-term view is important in ensuring that the Strategic Plan takes due account of future needs such as population growth and diversity. Analysis is carried out by the Council's Research and Engagement Team, and officers also keep abreast of policy developments at national/central government level.

We have also used the wide range of research and statistics available on the Council's website [here](#), which include [key statistics for Colchester](#) and the [Authority Monitoring Report 2019](#) and the results of consultations which we have held on various subjects [here](#), and consultations on planning/the Local Plan [here](#).

As priorities are developed, so the objectives and outcomes will be shared and views sought, from potential partners, key stakeholders, councillors and the public. To deliver these shared priorities, the contribution of local stakeholders and other agencies will be particularly important where the Council must work with others and where their help and contributions may be sought.

Policy, research and consultation work is key to ensuring that the priorities remain relevant and take account of changing needs and issues locally, as well as the changing legislative, financial and policy context for local government. Illustrative examples by theme are shown on the following pages.

Residents' views

These priorities are also underpinned by what residents told us during the development of the current and previous Strategic Plans:

- *"Colchester is a welcoming place and should continue to be so.*
- *They are positive about Colchester as a town and borough and see it a good place to live.*
- *They are proud of the long and prominent history of the town.*
- *They like the countryside surrounding Colchester, especially those with young children.*
- *They like the borough's open spaces, particularly Castle Park and the events and activities that are held there.*
- *They believe being slightly further out of London helps Colchester maintain more of a rural image, yet still being connected to the heart of Essex and London.*
- *They understand the importance of 'growth' for the town and borough; but want infrastructure to keep pace with Colchester's growth.*
- *They want the Council to play its part to maximise the availability of affordable housing.*
- *They want to maximise the availability of jobs and opportunities, especially younger people.*
- *They want the Council to support the most vulnerable in society, and to help reduce homelessness.*
- *They want the town centre to be more accessible and appealing; and recognise the Council cannot work on its own in dealing with the town centre challenges.*
- *They think the Council has an important role in facilitating healthier lives as part of the infrastructure improvements as the town grows.*
- *They are concerned about anti-social behaviour, particularly those living in urban areas.*
- *They are positive about the Council's recycling services".* [Strategic Plan 2018-21](#)

"We need to make more of our heritage; There need to be more opportunities for business; Transport and retail need to be improved; Growth needs to be managed and housing needs to be affordable; We need to be ambitious for the whole borough". [Strategic Plan 2015-18](#)

Theme/priority	2020-2023 goals	Research	Policy
Tackling the climate challenge and leading sustainability			
Respond to the Climate Emergency	<ul style="list-style-type: none"> • Deliver carbon reduction targets and achieve carbon neutrality by 2030 for the Council's services • Work with businesses and communities to reduce carbon dioxide emissions reductions • Seek innovative solutions to achieve a zero-carbon Colchester 	<ul style="list-style-type: none"> • Clean air for Colchester survey • Air quality survey • Petrol and diesel car ban brought forward to 2035 • Air quality: Assessing progress towards WHO guideline levels of PM2.5 in the UK 	<ul style="list-style-type: none"> • Climate Emergency Action Plan. • Colchester Air Quality Action plan • Environmental Sustainability strategy • Carbon Management Plan 2016-2020 • Infrastructure evidence base for Local Plan • Greater Essex Growth and Infrastructure Framework • Minerals and waste planning policy (ECC) • CBC-commissioned energy market study for businesses • North Essex Energy Group established • Respecting our Past, Embracing our Future: - Strategy for Rural Essex, Essex Rural Partnership. <p>National</p> <ul style="list-style-type: none"> • Environment Bill -introduced to Parliament January 2020 • Strategic environmental assessment and sustainability appraisal • Clean Air Strategy 2019 • Clean growth strategy • A Green Future: Our 25 Year Plan to Improve the Environment • Objectively Assessed Housing Need Study 2016-2037 • Environment Agency, Forestry Commission, and Natural England outline a shared vision to use nature-based solutions to tackle the climate emergency. • Committee on Climate Change (CCC)- (at govt's request) • Land use: Policies for a Net Zero UK -CCC trees, carbon, waste • Towards an active nation – Sport England strategy
Conserve and enhance biodiversity	<ul style="list-style-type: none"> • End Glyphosate use in Council operations • Proactively work within communities to 're-wild' Colchester and help nature recover • Plant 200,000 trees over 5 years and green the Colchester Orbital 		<ul style="list-style-type: none"> • Infrastructure evidence base for Local Plan • Greater Essex Growth and Infrastructure Framework • Colchester Woodland Project • Use of Glyphosate herbicides to stop <p>National</p> <ul style="list-style-type: none"> • Environment Bill -introduced to Parliament January 2020 • Key issues in implementing policy to protect and enhance the natural environment, including local requirements • Natural capital assets check - Essex as case study - UK National Ecosystem Assessment (pollinators/weed killers)

			<ul style="list-style-type: none"> • RSPB - conservation and sustainability strategy • Living Landscapes – the Wildlife Trusts • Land use: Policies for a Net Zero UK -CCC report
Minimise the environmental impact of waste management	<ul style="list-style-type: none"> • Reduce overall levels of waste through encouraging sustainable consumption and waste reduction • Improve our waste and recycling services, increase recycling and protect employee health and wellbeing • Explore options for decarbonising the Waste and Recycling fleet 	Local authority collected waste management – annual results - 2018/19	<ul style="list-style-type: none"> • Waste Vision and Strategy • Greater Essex Growth and Infrastructure Framework • Minerals and waste planning policy (ECC) <p>National</p> <ul style="list-style-type: none"> • Government sets out plans to overhaul waste system • National Waste Strategy • Environment Bill -introduced to Parliament January 2020 • Strategic environmental assessment and sustainability appraisal • Land use: Policies for a Net Zero UK -food waste.
Renewal of the River Colne	<ul style="list-style-type: none"> • Work with partners to develop and deliver a vision for the upper, middle and lower River Colne • Improve the environment of the River Colne and access to the river 		<ul style="list-style-type: none"> • Greater Essex Growth and Infrastructure Framework • Respecting our Past, Embracing our Future: rural • Essex Rivers Hub and Coastal Essex– public/private partnerships <p>National</p> <ul style="list-style-type: none"> • Environment Bill -introduced to Parliament January 2020 • Government policy priorities for water – Institute for Water • Improving our management of water in the environment – DEFRA • Clean maritime plan: Maritime 2050 environment route map • Key issues in implementing policy to protect and enhance the natural environment, including local requirements -central govt • Areas of outstanding natural beauty (AONBs): designation and management – Natural England • Living Landscapes – the Wildlife Trusts • Conservation and sustainability strategy - RSPB
Improve walking and cycling around Colchester	<ul style="list-style-type: none"> • Work with partners to implement strategies and develop measures that reduce traffic in the town centre • Develop a new Cycling Strategy with partners and improve facilities and routes for cyclists and walkers • Work with partners to promote sustainable travel behaviours, healthier lifestyles and reduce car use 	Travel to work survey Indices of Multiple Deprivation (IMD) - Health Domain Walking for Health - NHS	<ul style="list-style-type: none"> • DEFRA Air Quality Project • Colchester Borough Cycling Action Plan • Essex Cycling Strategy • Essex Walking strategy • Infrastructure evidence base for Local Plan • Colchester travel to work patterns - where and how people travel to work • Colchester Local Plan Traffic Modelling Technical Report • Sustainable Solutions Connectivity North Essex Garden Communities Movement and Access Study

	<ul style="list-style-type: none"> • Ensure major regeneration projects put cycling and walking at the forefront of development 	<ul style="list-style-type: none"> • National drive to encourage 60 mins daily physical activity £2.4m for year-round sports activities 	<ul style="list-style-type: none"> • Local Transport Plan • Greater Essex Growth and Infrastructure Framework • Objectively Assessed Housing Need Study 2016-2037 • Colchester Ambassadors <p>National</p> <ul style="list-style-type: none"> • Air quality: Assessing progress towards WHO guideline levels of PM2.5 in the UK (central govt) • Reducing transport emissions - govt's Road to Zero strategy - developing, manufacturing and using zero emission road vehicles • Towards an active nation – Sport England strategy
Creating safe, healthy and active communities			
Building on community strengths	<ul style="list-style-type: none"> • Improve community facilities by building on existing assets (people and places) to enable communities to come together and encourage improved health and wellbeing • Encourage belonging, involvement and responsibility in all Colchester's communities and neighbourhoods • Maximise the utilisation of developer contributions (such as Section 106) to help fund community infrastructure 	IMD	<ul style="list-style-type: none"> • Greater Essex Growth and Infrastructure Framework – see pages 148-151 re S106, CIL and funding • Youth Service (ECC) • Stanway community facilities survey – example of S106 work to deliver community benefit <p>Respecting our Past, Embracing our Future: rural</p> <p>National</p> <ul style="list-style-type: none"> • Government announces £8m for vibrant new communities • Towards an active nation – Sport England strategy
Provide opportunities for young people	<ul style="list-style-type: none"> • Work with partners to improve facilities, activities and engagement including a potential Youth Zone 	IMD (Employment Domain) Employment in the UK (ONS)	<ul style="list-style-type: none"> • South Wing STEM Centre at the Colchester Institute's Colchester Campus (will enable hundreds more adults and young people to prepare for careers in construction, science and engineering. • Greater Essex Growth and Infrastructure Framework • University of Essex - named as University Enterprise Zone • Youth service (ECC) • Respecting our Past, Embracing our Future: rural • Colchester Ambassadors • Community360 - volunteering opportunities <p>National</p> <ul style="list-style-type: none"> • Towards an active nation – Sport England strategy
Improve community safety	<ul style="list-style-type: none"> • Work with Essex police and other partners to reduce anti-social behaviour and tackle serious crimes 	<ul style="list-style-type: none"> • IMD – Crime Domain 	<ul style="list-style-type: none"> • £25m Safer Streets plan tackles crime hotspots • Essex Police Rural Crime Strategy • Respecting our Past, Embracing our Future: rural

	<ul style="list-style-type: none"> • Improve cleanliness and community safety in the town centre • Upgrade and extend the CCTV network to reach more places 	<ul style="list-style-type: none"> • Essex Crime Statistics from Essex Police 	National Towards an active nation – Sport England strategy
Tackle the causes of ill health and support our most vulnerable people	<ul style="list-style-type: none"> • Support initiatives which help to reduce pollution levels and improve air quality • Support public health campaigns including helping people to become more active • Provide outstanding sports and leisure facilities and access to open spaces • Coordinate interventions that help children and young people to get the best start in life • Support people to live in homes that meet their needs 	<ul style="list-style-type: none"> • Colchester Profile; Public Health England • IMD - (health deprivation) • Institute of Social and Economic Research (ISER) - University of Essex research into health inequalities 	<ul style="list-style-type: none"> • East Suffolk and North Essex health strategy 2019-24 - NHS • Give councils powers to tackle indoor air pollution, urge medical bodies • Greater Essex Growth and Infrastructure Framework • Playing Pitch Strategy and Action Plan 2015-2025 • Indoor Sports Facilities Strategy and Action Plan 2015 -2037 • Respecting our Past, Embracing our Future: rural National <ul style="list-style-type: none"> • Towards an active nation – Sport England strategy • Health matters: physical activity – Public Health England
Delivering homes for people who need them			
Increase the number and quality of homes	<ul style="list-style-type: none"> • Deliver 30% affordable housing on all sites the Council's housing company develops • Deliver 380 affordable homes • Improve existing Council homes to keep them in good repair and improve energy efficiency • Build new Council homes for our residents • Ensure all new homes are designed to a high quality across all tenures • Continue to improve and modernise our sheltered housing for older people 	<ul style="list-style-type: none"> • IMD (barriers to housing and services deprivation and living environment deprivation) 	<ul style="list-style-type: none"> • Authority Monitoring Report 2019 – homes • Greater Essex Growth and Infrastructure Framework • Evidence Base - Emerging Local Plan 2017-2033 • Evidence Base - Adopted Local Plan 2004-2020 • Colchester Infrastructure Delivery Plan • Objectively Assessed Housing Need Study 2016-2037 • North Essex Economic Strategy developed through a partnership of Braintree District, Colchester Borough, Essex County, Tendring District and Uttlesford District Councils (Cabinet Nov 2019) • Colchester Rapid Transit - Strategic Outline Business Case • Community Infrastructure Levy - review of evidence base • Sustainable Solutions Connectivity North Essex Garden Communities Movement and Access Study • Garden Community plans could support more than 21,000 jobs by 2050 - Centre for Economic and Business Research (CEBR)
Deliver jobs, homes and infrastructure to meet the borough's future	<ul style="list-style-type: none"> • Create Development Plan Documents for North Essex Garden Communities (NEGC) 		<ul style="list-style-type: none"> • Authority Monitoring Report 2019 – CBC's planning policy objectives + indicators for the Local Plan's thematic areas of transport and accessibility; environment and rural communities; and energy, resources, waste water and recycling + statistics on population, homes, economy, employment and environment.

needs by creating new communities	<ul style="list-style-type: none"> • Establish a Delivery Vehicle and investment for next phase of the NEGC project • Develop the Colchester Northern Gateway as a sustainable place to live, work and play 		<ul style="list-style-type: none"> • Greater Essex Growth and Infrastructure Framework • Evidence Base - Emerging Local Plan 2017-2033 • Colchester Infrastructure Delivery Plan • Objectively Assessed Housing Need Study 2016-2037 • North Essex Economic Strategy -Braintree, Colchester, Essex, Tendring and Uttlesford councils (Cabinet Nov 2019) • Colchester Rapid Transit - Strategic Outline Business Case • Community Infrastructure Levy - review of evidence base • Sustainable Solutions Connectivity North Essex Garden Communities Movement and Access Study • Garden Community plans could support more than 21,000 jobs by 2050 - Centre for Economic and Business Research (CEBR)
Adopt a new Local Plan	<ul style="list-style-type: none"> • Ensure the Council has a good supply of land available for new homes • Create great places to live through the provision of new homes with facilities that support sustainable living and promote health and wellbeing 		<ul style="list-style-type: none"> • Greater Essex Growth and Infrastructure Framework • Infrastructure evidence base for Local Plan • Authority Monitoring Report 2019 • Evidence Base - Emerging Local Plan 2017-2033 • Government announces £8m for vibrant new communities • Respecting our Past, Embracing our Future: rural
Prevent households from experiencing homelessness	<ul style="list-style-type: none"> • Work with partners to implement the 2020-23 Housing and Homelessness Strategy action plan • Intervene early to prevent homelessness and work in partnership with other organisations to sustain people's accommodation • Tackle rough sleeping 	<ul style="list-style-type: none"> • (IMD – Income Domain, Barriers to Housing and Services Domain) • Homelessness Statistics 	<ul style="list-style-type: none"> • Housing Asset Management Strategy • East Suffolk and North Essex health strategy 2019-24 • Respecting our Past, Embracing our Future: -rural National • Jobcentres to receive new £3m fund to support homeless people • Funding for 83 Councils to tackle homelessness • Rough Sleeper Initiative - MHCLG funding
Growing a fair economy so everyone benefits			
Ensure residents benefit from Colchester's economic growth	<ul style="list-style-type: none"> • Transform the town's Northern Gateway to improve health and fitness, jobs, housing and renewable energy • Tackle skills shortages working with businesses, University of Essex, Colchester Institute and other partners 	<ul style="list-style-type: none"> • IMD 	<ul style="list-style-type: none"> • Greater Essex Growth and Infrastructure Framework • North Essex Economic Strategy --(Cabinet Nov 2019) • Playing Pitch Strategy and Action Plan 2015-2025 • Indoor Sports Facilities Strategy and Action Plan 2015 -2037 • Objectively Assessed Housing Need Study 2016-2037 • University of Essex - named as University Enterprise Zone • Colchester Ambassadors National • Towards an active nation – Sport England strategy

<p>Create an environment that attracts inward investment to Colchester and helps businesses to flourish</p>	<ul style="list-style-type: none"> • Ensure our strategy for inclusive economic growth supports the ambitions outlined in the North Essex Growth Strategy, the Local Industrial Strategy and our Town Deal • Ensure a good supply of employment land and premises to attract new businesses and allow existing firms to expand and thrive • Encourage green technologies and innovative solutions to the Climate Emergency 	<ul style="list-style-type: none"> • (IMD – Employment Domain) • UK Business; Activity, size and location (ONS) 	<ul style="list-style-type: none"> • Colchester Economic Development Strategy 2015-2021 • Colchester - Ultra Ready for business • Colchester Ambassadors • North Essex Economic Strategy -Braintree, Colchester, Essex, Tendring and Uttlesford councils (Cabinet Nov 2019) • Greater Essex Growth and Infrastructure Framework • Colchester Fibre roll-out • Digital Strategy 2017-2022 • Colchester Ultra Ready • Colchester BID (Our Colchester) • Emerging Local Plan • Authority Monitoring Report 2019 • Evidence Base - Emerging Local Plan 2017-2033 • Objectively Assessed Housing Need Study 2016-2037 • University of Essex - named as University Enterprise Zone • CBC-commissioned energy market study for businesses • Garden Community plans could support more than 21,000 jobs by 2050 - Centre for Economic and Business Research (CEBR) • Respecting our Past, Embracing our Future: rural <p>National</p> <ul style="list-style-type: none"> • UK Industrial Strategy • National Planning Policy Framework • Stronger Towns Fund
<p>Work with partners to deliver a shared vision for a vibrant town</p>	<ul style="list-style-type: none"> • Agree a Town Deal with partners and the Government to attract significant new investment. • Collaborate with the town centre Business Improvement District (BID) • Continue with regenerate the town centre using Council assets, aligned with the Town Deal and Investment Plan 		<ul style="list-style-type: none"> • Colchester BID • Colchester Ambassadors • Showcasing Colchester's creative sector • CBC's Asset Management Strategy (2016-2021) • Digital Strategy 2017-22 • 'We are Colchester' - partnership launched in response to the Towns Fund and tasked with shaping the Colchester Town Deal • 'We Are Colchester' board - unlocking our economic potential <p>National</p> <ul style="list-style-type: none"> • Towns Fund Prospectus

Ensure the Council's assets continue to contribute to economic growth and opportunity	<ul style="list-style-type: none"> • Deliver a third phase 'Amphora' Office Development in Sheepen Road • Renew the Rowan House site to improve service delivery and generate income • Optimise commercial returns from the Council's property portfolio • Utilise our assets to increase Ultrafast Broadband coverage 		<ul style="list-style-type: none"> • Asset Management Strategy (2016-2021) - CBC • Digital Strategy 2017-22 • North Essex Economic Strategy -Braintree, Colchester, Essex, Tendring and Uttlesford councils (Cabinet Nov 2019) • Haven Gateway Partnership • Showcasing Colchester's creative sector
Celebrating our heritage and culture			
Protect, enhance and celebrate Colchester's unique heritage	<ul style="list-style-type: none"> • Bring our history to life through the Heritage Live project • Enhance and promote our heritage 		<ul style="list-style-type: none"> • Greater Essex Growth and Infrastructure Framework • Respecting our Past, Embracing our Future: Strategy for Rural Essex, Essex Rural Partnership National • Arts Council - strategy 2020-2030 • National Lottery Heritage Fund • Department for Digital, Culture, Media and Sport
Agree and implement a new Cultural Strategy	<ul style="list-style-type: none"> • Work with partners to deliver a collaborative Cultural Vision and Ambitions for the borough 		<ul style="list-style-type: none"> • Greater Essex Growth and Infrastructure Framework • Respecting our Past, Embracing our Future: rural • Arts Council - strategy 2020-2030
Strengthen Colchester's tourism sector and welcome more visitors each year	<ul style="list-style-type: none"> • Improve signage for key sites in the town centre • Promote Colchester's heritage and visitor attractions to increase visitor numbers and to support jobs • Expand the events programme to encourage more visitors and position Colchester as a destination for major events 		<ul style="list-style-type: none"> • Greater Essex Growth and Infrastructure Framework • Economic impact of tourism 2018 • Respecting our Past, Embracing our Future: rural National • Arts Council - strategy 2020-2030 • Visit Britain • Department for Education
Enhance our cultural assets	<ul style="list-style-type: none"> • Provide sustainable grant funding to support Mercury Theatre, Firstsite and Colchester Arts Centre • Identify further opportunities to improve the cultural offer for residents and visitors 		<ul style="list-style-type: none"> • Mercury Theatre Expansion and Improvement • Respecting our Past, Embracing our Future: rural National • Arts Council - strategy 2020-2030