

## Strategic Plan 2020-2023 v future Strategic Plan

Front page (was/could be)

The Better Colchester	A City fit for the Future
Strategic Plan	Strategic Plan
2020–2023	2023-2026

### Priorities

Current Strategic Plan	New Strategic Plan
-	Modern Services for a Modern City
Tackling the climate challenge and leading sustainability	Respond to the climate emergency
Creating safe, healthy and active communities	Tackle health, well-being, and happiness
Delivering homes for people who need them	Deliver homes for those most in need
Growing a fair economy so everyone benefits	Grow our city's economy so everyone benefits
Celebrating our heritage and culture	Celebrate our city and our heritage and culture

Strategic Objectives	Priorities	Outcomes
Deliver Modern Services for a Modern City	<p>The Colchester Council family of organisations work together to a shared and ambitious vision for the future of our city.</p> <p>The Council transforms services and moves to a community centred approach, where it enables, helps, and supports local communities as they help prioritise, shape and deliver local services.</p> <p>Our partnering approach maximises our influence</p>	<p>The Local Government Association Peer Challenge recommendations of 2022 are delivered in full by end 2023.</p> <p>Future role of Council family of organisations is defined to enable their delivery of improved services and profit for CCC that will support the delivery of essential services to our residents.</p> <p>Colchester Borough Homes is an efficient and respected quality provider of housing services.</p> <p>Assets are reviewed enabling greater use, and or transfer to community partners, rationalisation and or sale.</p> <p>Colchester City Council closes the budget gap each year through the MTFF. And with CCHL and CBH, is</p>

	and adds value through and with others, such as One Colchester, Essex County Council, the NHS, the Business Improvement District and the Town Deal Board, the Garrison, and the University of Essex.	able to fund capital and asset renewal and investment over the medium term.
Respond to the climate emergency	Conserve and enhance our biodiversity encouraging a love and use of nature. Continuing to be a leader in waste and recycling collections	<p>The Council continues to proceed <b>at best pace</b> towards net zero <b>aspirations</b> by 2030.</p> <p>The Woodland and Biodiversity Plan is renewed annually with fresh targets for tree planting and enhancement of biodiversity. With Cymbeline Meadows a publicly accessible nature reserve [by 2025].</p> <p>Waste and recycling services are reviewed and collection arrangements simplified and revised, to support the <b>government</b> recycling collection targets of 70%.</p>
Tackle health, well-being, and happiness	Tackle the causes of inequality and support our most vulnerable people	<p>Work with NHS and other partners on prevention, community engagement and awareness and to support and help those most in need.</p> <p>Provide cost-of-living support and advice to those most in need.</p> <p>Work with residents and partners to address quality of life and issues of happiness and to influence these for better</p>
Deliver homes for those most in need	Increase the number and quality and types of homes. Meet our duty to prevent or assist those facing homelessness	<p>Deliver 30% affordable housing across all our own housing sites.</p> <p>Improve existing Council homes to keep them in good repair and improve energy efficiency.</p> <p>Encourage beautiful and sustainable design by all house builders across the city.</p>
Grow our city's economy so everyone benefits	Work with partners to deliver a shared vision for a vibrant city and attract inward investment	<p><b>Work towards the Garden Community</b> and deliver the Town Deal with partners, seeking levelling up and other opportunities for similar transformation.</p> <p>Continue to provide economic advice and support to local business and key partners, to attract inward investment for social and economic benefit.</p> <p>Develop a longer term vision and plans with the aid of Ambassadors and partners to maximise the economic and social benefits of city status</p>

Celebrate our city, and our heritage and culture,	Strengthen Colchester's tourism sector and welcome more visitors each year	Deliver with partners the 2023 year of city status celebration.  Deliver a step change in marketing Colchester as a destination
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## Current Strategic Plan

### Tackling the climate challenge and leading sustainability

Key goals listed – highlighting ‘Tackling the climate challenge and leading sustainability’

PRIORITIES	2020–2023 GOALS
Respond to the Climate Emergency	<ul style="list-style-type: none"><li>• Reduce carbon emissions to help achieve a net zero Carbon footprint for Council Services by 2030</li><li>Environment and sustainability embedded within all Council decision making and the adaptation and recovery from Covid-19</li><li>• Air quality across Colchester is improved</li><li>• Continue to support residents to reduce, reuse and recycle their waste</li></ul>
Conserve and enhance biodiversity	<ul style="list-style-type: none"><li>• Minimise the environmental impact of our activities</li><li>• Enhance environments to create more space for nature to grow and thrive through natural seeding and greening</li><li>• Discover, nurture and enable the work led by communities that promotes biodiversity</li><li>• Plant native species and manage our woodlands, meadows and greenspace whilst sustaining existing habitats</li><li>• Work alongside communities to maintain clean, green neighbourhoods and urban spaces that we all look after and enjoy</li></ul>
Enable more opportunity for walking and cycling around Colchester	<ul style="list-style-type: none"><li>• Work with partners to implement strategies and develop measures to reduce traffic in the town centre</li><li>• Improve facilities and routes for cyclists and walkers to enable active travel behaviours, healthier lifestyles and reduce car use</li><li>• Ensure major regeneration projects put physical activity, cycling and walking at the forefront of development</li></ul>
During 2020/21 we will	<ul style="list-style-type: none"><li>• Complete the phasing out of Glyphosate herbicide in Council operations</li><li>• Embed environment and sustainability impact assessment and prioritisation in all recovery, project and programme management</li><li>• Roll out use of eCargo bikes with Council teams, local businesses and partners</li><li>• Model the Council’s carbon footprint in detail and develop a detailed Carbon Management Plan to 2030</li><li>• Implement sustainable changes to waste and recycling collections that support improved staff wellbeing</li><li>• Commence construction of the Northern Gateway Heat Network</li></ul>

### Creating safe, healthy and active communities

Key goals listed – highlighting ‘Creating safe, healthy and active communities’

PRIORITIES	2020 – 2023 GOALS
Build on community strengths and assets	<ul style="list-style-type: none"> <li>• Take an Asset Based Community Development (ABCD) Approach and work alongside communities to build a borough where people are more empowered, self-sufficient, healthy, active, happy and doing what they enjoy</li> <li>• Encourage belonging, involvement and responsibility in all Colchester’s communities and neighbourhoods</li> <li>• Work with our partners to make volunteering and community involvement as easy as possible</li> <li>• Maximise developer contributions (such as Section 106) and other funding mechanisms to help fund community infrastructure</li> </ul>
Tackle the causes of inequality and support our most vulnerable people	<ul style="list-style-type: none"> <li>• Work alongside Public Health to take steps that mitigate Covid-19 infection risks and control outbreaks across the population</li> <li>• Support residents to do the things they enjoy doing to stay healthy, happy and physically active</li> <li>• Enable access and involvement in community green space, countryside sites, sport, and leisure facilities</li> <li>• Support people to live in healthy homes that meet their needs</li> <li>• Supporting the most vulnerable residents through our One Colchester partnership</li> </ul>
Provide opportunities for young people	<ul style="list-style-type: none"> <li>• Provide positive opportunities for young people to engage with their local community and do things that interests them, keeps them safe, makes them happy and supports improved mental wellbeing</li> <li>• Support the creation of strong, safe, and friendly communities that care about each other</li> <li>• Work with Essex Police, Colchester Borough Homes, Essex Youth Service and other partners to reduce anti-social behaviour and tackle serious crime</li> <li>• Work alongside our partners to improve cleanliness and community safety in the town centre</li> <li>• Upgrade and extend the CCTV network to reach more places. <b>Sort the buses out. sports</b></li> </ul>
During 2020/21 we @will	<ul style="list-style-type: none"> <li>• Fully support Public Health England’s Covid-19 Outbreak Control Plans, specifically deploying Environmental Health Officer resources and working with Community360 to continue Shielding where necessary</li> <li>• Facilitate ABCD sessions and awareness within communities, system leaders and members to discover and connect the assets that exist and are mobilised within neighbourhoods</li> <li>• Coproduce investment proposals and deliver interventions that support our vulnerable residents to be more physically active through the Essex Local Delivery Pilot.</li> <li>• Deliver the new Stanway Community Facility for the benefit of the local community</li> </ul>

	<ul style="list-style-type: none"> <li>• Work with partners to support victims of domestic violence</li> <li>• Work in partnership with Essex County Council to support vulnerable people to live in homes that promote independence and wellbeing</li> </ul>
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## Delivering homes for people who need them

Key goals listed – highlighting ‘Delivering homes for people who need them’

PRIORITIES	2020-2023 GOALS
Increase the number, quality and types of homes	<ul style="list-style-type: none"> <li>• Deliver 30% affordable housing across all our own housing sites</li> <li>• Deliver 380 affordable homes</li> <li>• Improve existing Council homes to keep them in good repair and improve energy efficiency</li> <li>• Build new Council homes for our residents</li> <li>• Ensure all new homes are designed to a high quality across all tenures</li> <li>• Continue to improve and modernise available housing for older people</li> </ul>
Prevent households from experiencing homelessness	<ul style="list-style-type: none"> <li>• Work with partners to Implement the 2020-23 Homelessness and Rough Sleeping Strategy action plan</li> <li>• Intervene early to prevent homelessness and work in partnership with other organisations to sustain people’s accommodation</li> <li>• Tackle rough sleeping in the borough</li> </ul>
Create new communities and adopt a new Local Plan that delivers jobs, homes and the infrastructure to meet the borough’s future needs	<ul style="list-style-type: none"> <li>• Create a Development Plan Document for Tendring Colchester Borders Garden Community</li> <li>• Establish a Delivery Vehicle and investment package for the next phase of the Tendring Colchester Borders Garden Community</li> <li>• Develop the Colchester Northern Gateway as a sustainable place to live, work and play</li> <li>• Ensure the Council has a good supply of land available for new homes and business</li> <li>• Create great places to live through the provision of new homes with infrastructure and facilities that support sustainable living and promote health and wellbeing</li> </ul>
During 2020/21 we will	<ul style="list-style-type: none"> <li>• Agree “Phase 2” sites for development by Amphora Homes and undertake feasibility and viability assessments</li> <li>• Adopt section 1 of the Local Plan</li> <li>• Deliver the first mixed tenure housing site built by the Council at Creffield Road</li> <li>• Deliver 100% Council homes at Military Road (8 homes)</li> <li>• Deliver up to 16 new Council homes on the Council’s garage sites</li> <li>• Initiate delivery of an extra ‘100 Council Homes’ through an investment project</li> <li>• Accelerate construction to enable recovery from Covid-19</li> </ul>

## Growing a fair economy so everyone benefits

Key goals listed – highlighting ‘Growing a fair economy so everyone benefits’

PRIORITIES	2020-2023 GOALS
Enable Economic Recovery from Covid-19 ensuring all residents benefit from growth	<ul style="list-style-type: none"> <li>• Ensure our borough becomes stronger post Covid-19 by supporting businesses to recover, adapt and build resilience.</li> <li>• Work with partners to facilitate a high skill, high wage, low carbon workforce</li> <li>• Develop opportunities to ensure the new economy is greener, sustainable and more resilient</li> <li>• Work with our partners to enable Colchester town centre to be a more vibrant, resilient and adaptable to future change</li> <li>• Transform the Northern Gateway as a hub for improved wellbeing, physical activity, jobs, housing and renewable energy</li> <li>• Address the inequality of access to Gigabit Broadband in communities</li> <li>• Tackle local skills shortages working with businesses, University of Essex, Colchester Institute and other partners</li> </ul>
Work with partners to deliver a shared vision for a vibrant town	<ul style="list-style-type: none"> <li>• Agree a Town Deal with partners and the Government to attract significant new investment</li> <li>• Collaborate with the town centre Business Improvement District (BID)</li> <li>• Continue to regenerate Colchester Town Centre using Council assets, aligned private investment, the Town Deal and Town Investment Plan</li> </ul>
Create an environment that attracts inward investment to Colchester and help businesses to flourish	<ul style="list-style-type: none"> <li>• 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</li> <li>• Ensure a good supply of employment land and premises to attract new businesses and allow existing firms to expand and thrive</li> <li>• Encourage green technologies and innovative solutions to the Climate Emergency</li> <li>• Maximise the Social Value benefits derived from third party contracts</li> <li>• Ensure the Council’s assets continue to contribute to economic growth and opportunity</li> </ul>
During 2020/21 we will	<ul style="list-style-type: none"> <li>• Develop and agree the Council’s Economic Recovery plan</li> <li>• Agree the Town Deal bid and Town Investment Plan submission with partners</li> <li>• Deliver the Local Broadband Full Fibre Network project</li> <li>• Work in partnership to support our Business Improvement District</li> </ul>

	<ul style="list-style-type: none"> <li>• Providing enhanced support to businesses through Covid-19 working with business networks to direct appropriate interventions</li> <li>• Commence “The Walk”, and provide the attractive main pedestrian and cycle boulevard through Northern Gateway South</li> <li>• Complete and open Colchester Northern Gateway Sports Park</li> </ul>
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## Celebrating our heritage and culture

Key goals listed – highlighting ‘Celebrating our heritage and culture’

PRIOTITIES	2020-2023 GOALS
Agree and implement a new Cultural Strategy that supports our cultural assets	<ul style="list-style-type: none"> <li>• Work with partners to deliver a collaborative Cultural Vision and Ambitions for the borough</li> <li>• Agree the key milestones and investment necessary to deliver the strategy</li> <li>• Continue to provide sustainable grant funding to support Mercury Theatre, Firstsite and Colchester Arts Centre and help the sector to adapt and recover from the impact of Covid-19</li> <li>• Identify further opportunities to improve the cultural offer for residents and visitors</li> </ul>
Strengthen Colchester’s tourism sector and welcome more visitors each year	<ul style="list-style-type: none"> <li>• Promote Colchester’s heritage and visitor attractions to increase visitor numbers and to support jobs</li> <li>• Expand the events programme to encourage more visitors and position Colchester as a destination for major events</li> <li>• Work with partners and the Town Centre Business Improvement District to improve the public realm for residents and visitors</li> <li>• Improve the information available to visitors through the launch of a new improved website</li> </ul>
Protect, enhance and celebrate Colchester’s unique heritage	<ul style="list-style-type: none"> <li>• Enhance and promote our heritage by better revealing our assets by supporting projects and initiatives to increase public awareness and access to their heritage in daily life</li> <li>• Continue to deliver a major exhibition at Colchester Castle every two years</li> <li>• Encourage and support the use of our heritage sites for community events, activities and theatre</li> </ul>
During 2020-21 we will	<ul style="list-style-type: none"> <li>• Develop and agree a new Cultural Strategy in collaboration with partners</li> <li>• Complete the Mercury Rising project</li> <li>• Deliver a major exhibition at Colchester Castle</li> <li>• Launch a new visitor website</li> <li>• Work to deliver a scheme redevelopment for Vineyard Gate car park to showcase the Town Wall and provide</li> </ul>

	<p>a welcoming arrival point for visitors to the historic town with interpretation and on-site presentation of surviving archaeology and heritage assets</p> <ul style="list-style-type: none"><li>• Seek grant funding and implement schemes to enhance Balmerne Square and St Nicolas Square as new public spaces to showcase the adjacent assets.</li></ul>
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