



Hackney Carriage & Private Hire Licensing Policy & Conditions

Colchester Borough Council

1 October 2016

Foreword

Welcome to the latest edition of Colchester's Hackney Carriage and Private Hire Licensing Policy and Conditions.

Colchester is seeking to promote and enhance its reputation as a safe and vibrant, welcoming and prosperous borough and it recognises the importance of the licensed trade in helping to achieve this. Licensed drivers are both front line ambassadors in promoting Colchester to residents and visitors alike and a vital and integral part of Colchester's integrated transport strategy.

We recognize that drivers and operators need a licensing service which is dynamic and responsive, capable of adapting to changes in the economy in which they operate and with this in mind we have made a number of significant changes to the policy.

The policy sets out the relevant information on how applications will be determined and how drivers and operators are expected to operate to pursue and promote the following licensing objectives:

- Protection of the public, safeguarding children and vulnerable persons; and the prevention of crime and disorder
- The safety and health of drivers
- Establishment of professional and respected hackney carriage and private hire trades
- Vehicle safety, comfort and access
- Encouraging environmental sustainability

We hope that this revised Licensing Policy is clear and easily understood and reflects the needs of both the trade and the travelling public.

We commend it to you and sincerely believe that it will make a positive difference to all parties.

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Colchester is Britain's oldest recorded town with a unique history and heritage attracting in excess of 6 million visitors' trips a year; the evening and night time economy attracting 1.14 million visitors. It is also a vibrant, thriving, prosperous and welcoming town and home to more than 180,000 residents living in communities based not only in and around the town centre but in the coastal, rural and riverside areas of the Borough. The population is expected to rise to 233,400 by 2035 with the regeneration of key areas of the borough and the creation of new communities.

The unique geography of the town centre means that the vast majority of licensed venues and a number of visitor attractions are located within the area circled by the old roman wall whilst the town's main railway station is a mile to the north of the town centre and the bus station located to the south just outside the roman wall. Hackney carriage and private hire vehicles are an integral part in the town's integrated transportation system and in addition provide a vital service in rural areas, late at night, and for persons with specific mobility needs.

Introduction and Guide to the Policy

1.1 The Town Police Clauses Act 1847 and the Local Government (Miscellaneous Provisions) Act 1976 provide the broad framework for the licensing of drivers, vehicles and operators but the detail relating to how this is done and the standards to be applied are matters for the Council to determine.

1.2 This Licensing Policy (hereafter referred to as 'the Policy'), states how the Council will exercise its functions in the determination of applications and issuing, reviewing or revoking licences; vehicle standards and limits on vehicle numbers; other relevant licensing matters; and how drivers and operators are expected to operate to pursue and promote the licensing objectives of:

- Protection of the public, safeguarding children and vulnerable persons; and the prevention of crime
- The safety and health of drivers
- The establishment of professional and respected hackney carriage and private hire trades
- Vehicle safety, comfort and access
- Encouraging environmental sustainability
- Promoting Colchester as a vibrant, prosperous, thriving and welcoming place

1.2 The aim of the Policy is to regulate and support the licensed trade as front line ambassadors in promoting Colchester to residents and visitors alike and to facilitate well operated and responsible businesses which form a vital and integral part of Colchester's integrated transport strategy.

1.3 Where exercising discretion in the carrying out of its functions the Council will have regard to the Policy.

1.4 The Policy applies to:

- **Hackney carriages** – a public transport vehicle with no more than 8 passenger seats, which is licensed to ply for hire. This means it may stand at ranks or

be hailed in the street by members of the public.

- **Private hire vehicles** – licensed to carry no more than 8 passengers but must be booked in advance by customers through an operator and may not ply for hire in the street.
- **Drivers** of hackney carriage and private hire vehicles
- **Private hire operators.**

1.5 The Policy comprises this document and the appendices set out below. The appendices contain detailed information on the Council's requirements and conditions and must be read in full alongside this document.

- **Pre-licensing conditions**
- **Convictions Policy**
- **Penalty Points Scheme**
- **Hackney Carriage and Private Hire Vehicle Specifications and conditions**
- **Application procedures – vehicles**
- **Application procedures – drivers**
- **Application procedure for operators**
- **Determination of applications – considered alongside the policy (do we put this in the main body of the Policy) i.e. consider the application the convictions, the right to work etc.**
- **Hackney Carriage/Private Hire Driver (Dual) Licence Conditions**
- **Private Hire Operator Conditions**
- **Enforcement Policy**
- **Exemption from requirement to display and external vehicle identification plate**
- **?Drivers/Vehicles/Operators Handbook?**
- **Code of conduct when working with vulnerable persons**
- **Vehicle conditions**
- **Operator conditions**

The Strategic Plan

1.6 The Council's strategic plan is the overarching strategy for the Borough setting out the direction and potential for the Borough and integrating social, economic and environmental strategies to create a Borough that is -

Vibrant promoting our heritage and working hard to shape our future
Prosperous generating opportunities for growth and supporting infrastructure
Thriving attracting business and selling Colchester as a destination
Welcoming a place where people can grow and be proud to live

1.7 The Policy aims to contribute to this vision by ensuring that the licensed trade plays a significant role not only in the Borough's transport strategy but also in helping to promote Colchester and thereby enhancing our reputation as a destination and encouraging further investment.

Aspirations for the Borough

1.8 The Council is committed to achieving the goals set out in its Strategic Plan to create a vibrant, prosperous, thriving and welcoming town. In relation to the licensed trade the Policy will support the plans to -

Promote Colchester's heritage and wide ranging tourism attractions to enhance our reputation as a destination

Ensure Colchester is a welcoming and safe place for residents, visitors and businesses with a friendly feel that embraces tolerance and diversity

Promote Colchester to attract further inward investment and additional businesses, providing greater and more diverse employment and tourism opportunities

Ensure transport infrastructure keeps pace with housing growth to keep the Borough moving

Links to Other Strategies, Policies and Initiatives

1.9 In preparing the Policy, the Council has had regard to and consulted those involved in its local strategies on transport, crime prevention, safeguarding, planning, culture, tourism and economic development. The Policy therefore integrates, as far as is reasonably practicable, with other key Council policies to ensure the promotion of the Council's Strategic Plan. Particular regard has also been given to the 2015 Unmet Demand Survey.

Purple Flag

1.10 Colchester has achieved Purple Flag status which recognises the Council's excellence in managing the evening and night time economy. The Purple Flag Core agenda covers a number of broad themes of which a key element is movement. The Policy aims to complement the principles behind Purple Flag by helping to ensure that there are safe and widely available hackney carriage and private hire vehicles and drivers for those wishing to get home after an evening out.

Fees

1.11 The Council recognises that in setting fees in relation to the licensing of vehicles, drivers and operators, under sections 53 and 70 of the Local Government (Miscellaneous Provisions) Act 1976, it must take into account any surplus or deficit generated from the fees levied in previous years. Any surplus or deficit identified in the licensing regime will only be applied to that part of the system from which it has been raised or lost.

Relevant legislation

1.12 In writing the Policy and in exercising its functions the Council has had and will continue to have regard to all relevant legislation including, but not limited to, the Town Police Clauses Act 1847 and 1889; Local Government (Miscellaneous Provisions) Act 1976; Transport Act 1985 and 2000; Crime and Disorder Act 1998; Environmental Protection Act 1990; Equality Act 2000; Disability Discrimination Act 1995; Road Traffic Acts; Health Act 2006; Human Rights Act 1998.

Consultations and Implementation of the Policy

1.13 In reviewing the Policy the Council has consulted its licence holders, Essex Police, relevant Council departments, groups representing customers and the public.

1.14 The comments received in response to the consultation were considered by the Licensing Committee at its meeting on XXXXXXXX

1.15 The Policy will take effect on XXXX and unless otherwise stated all the provisions contained within the Policy will come into immediate effect. The Policy will be monitored and reviewed on a regular basis. Any proposed significant changes will be subject to full consultation; minor amendments which do not affect the substance of the Policy may be made without consultation.

Protection of the Public; Safeguarding Children and Vulnerable Persons; and the Prevention of Crime

2.1 The key consideration of the Council in taxi licensing is the **safety of the travelling public**. The protection of the public; safeguarding children and vulnerable persons; and the prevention of crime are therefore key factors in this Policy.

Fit and Proper Test

2.2 The application of the fit and proper test is essential to ensure that the Council's licensing scheme protects the public. The test requires that –

- The Council must not grant a hackney carriage or private hire driver's licence unless it is satisfied that the applicant is a fit and proper person to hold a licence.
- The Council is also entitled to suspend or revoke a driver's licence if there is evidence to suggest that the driver is not a fit and proper person, and specifically
 - if they have been convicted since the grant of the licence of an offence involving dishonesty, violence or indecency.
 - for non-compliance with the licensing requirements of the relevant and related legislation.
 - for any other reasonable cause.

2.3 There is no definition within the act of 'fit and proper'. The Council therefore uses the following tests when deciding upon the suitability of an individual –

Drivers - Would you (as a member of the Licensing Committee or other person charged with the ability to grant a private hire or hackney carriage driver's licence) allow your son or daughter, spouse or partner, mother or father, grandson or granddaughter or any other person for whom you care to get into a vehicle with this person alone?

Private Hire Operators - Would I be comfortable providing sensitive information such as holiday plans, movements of my family or other information to this person and feel safe in the knowledge that such information will not be used or passed on for criminal or unacceptable purposes?

Vehicle Proprietors – Would I be comfortable allowing this person to have control of a licensed vehicle that can travel anywhere, at any time of the day or night without arousing suspicion and be satisfied that he/she would not allow it to be used for criminal or other unacceptable purposes.

and has regard to the following –

Its purpose therefore is to prevent licences being given to or being used by those who are not suitable people, taking into account their driving record, their driving experience, their sobriety, mental and physical fitness, honesty, and that they are people who would not take advantage of their

2.4 To assist in determining the question of whether a person is fit and proper the Council has drawn up a **Convictions Policy** to categorize and assess the risk to the public of a wide variety of criminal and motoring convictions. It should be noted that the convictions listed are by no means exhaustive; it is anticipated that any convictions not listed will have close enough themes to enable parallels to be drawn from other listed convictions. Also included within the Convictions Policy is the stance to be taken on other forms of intelligence which can be considered by the Committee as part of its fit and proper test.

2.5 The Convictions Policy works alongside the Council's Penalty Point scheme and point can be given under both schemes. Where the total of these points exceeds 12 in any one year a licence holder should expect consideration to be given to the suspension or revocation of their licence.

2.6 In determining whether an applicant is fit and proper, each case will be considered on its own merits and the Council will have regard to the applicant's -

- Right to Work in the United Kingdom
- Convictions, cautions and other formal action etc. in line with the Council's Convictions Policy
- Penalty Points issued under the Council's Penalty Point Scheme
- Any complaints and allegations
- Any intelligence made available to the Council by the Police and other partner agencies
- Anything considered by the Courts which hasn't resulted in a conviction
- Motoring convictions and penalty notices in line with the Council's Convictions Policy
- Health
- Local knowledge
- Ability to communicate in the English language
- Any other matter that might call into question the person's ability to meet the fit and proper person test.

2.7 The Council is empowered by law to carry out verification with the Disclosure and Barring Service to confirm the existence and content of any criminal record and any other intelligence held in the person's name. The Council may also contact other agencies to request information held on a person.

2.8 The evidential threshold that will be applied by the Licensing Committee is based on the balance of probabilities and not on proving 'beyond reasonable doubt' which is the criminal standard of proof.

Protection of the Public

2.7 The protection of the public has been interpreted in its widest sense encompassing not only issues of safe driving and vehicle safety but also such matters of domestic violence and other indicators of aggression which demonstrate on the part of the perpetrator an inability to control their behaviour.

2.9 Drivers must not engage in sexual conversations with passengers or have sexual contact on duty, even where there is consent. Such contact includes phoning passengers on their mobile phone making unwarranted verbal sexual advances and inappropriate comments. Any allegation of such behaviour will result in the Council carrying out a full investigation and may result in action being taken to prevent a person from driving even where evidence has not been tested in any other arena.

2.10 Other matters that will be considered by the Council in relation to this objective include, but are not restricted to, the failure to adhere to the Council's licensing conditions and procedures; any indicator of dishonesty; and omitting to work with the Council, Police and any other relevant enforcement agency.

2.11 The matters will be considered and regulated through the Council's **Application Procedures**, enforcement activities and **Penalty Point Scheme**.

Safeguarding Children and Vulnerable Persons

2.12 Everyone who comes into contact with children and vulnerable persons has a responsibility to protect them from harm. Licensed drivers, who are often working at times when other agencies are not operating or are poorly represented, can act as the eyes and ears of the town and by working in partnership with the Police, Council and other agencies can help to make a positive difference.

2.13 To support this role and recognising the importance of licensed drivers in the local night time economy the Council has introduced **mandatory safeguarding training** as part of the application process for taxi drivers wishing to obtain or renew a licence.

2.14 The Council expects drivers and operators to report their concerns to the appropriate authority and has drawn up a **referral guide** to assist in this process. The guide deals not only with reporting child sexual exploitation but also domestic violence and abuse, human trafficking, gang related violence and terrorism.

2.15 The Council also acknowledges that a small minority of licensed drivers across the country have abused their position of trust to sexually exploit children. Therefore where there are safeguarding concerns that arise from more than rumour or innuendo, the Council will carry out a full investigation and every decision will be made with the safety of the vulnerable individual foremost. This may mean that action is taken to prevent a person from driving even where evidence has not been tested in any other arena.

Safety and Health of Drivers

3.1 The Council recognises that licensed drivers are a valuable asset to the Borough and their safety and health is a key concern.

Driver Safety

3.2 The Council's **mandatory safeguarding training** is designed not only to ensure that drivers are aware of the issues around safeguarding but also to ensure that they are aware of the steps they need to take to protect themselves from possible allegations of misconduct. The Council's **Code of Conduct for Working with Vulnerable Passengers** is designed to promote good safeguarding practices for drivers and the Council expects these standards to be embedded into a driver's working practice.

3.3 Licensed drivers provide a service to the public and there is a reciprocal aspect to this trade. In recognition of this the Council supports the use of a **Driver and Passenger Charter** which sets out the behaviour that drivers can expect of their passengers together with that expected of them. Drivers are encouraged to display this in their vehicles.

3.4 **Personal Safety Tips** for licensed drivers gives guidance on practical measures drivers may wish to take to protect themselves whilst working. It covers a wide variety of matters from physical measures such as the installation of safety screens and CCTV to assessing passengers and removing temptation by ensuring money is hidden away.

3.5 The Council supports the installation of security measures such as a screen between the driver and passengers however care must be taken to ensure such measures don't impede the ability of the driver and passenger to communicate. Vehicle owners should have regard to the relevant vehicle conditions before installing such devices.

3.6 The installation of CCTV has proved to be an essential tool for drivers in protecting themselves against allegations of misconduct and in helping to identify culprits in where problems have occurred. It is for this reason that the Council has determined that all newly licensed vehicles should be fitted with CCTV. Vehicle owners should have regard to the relevant vehicle conditions before installing CCTV.

3.7 The Council will continue to update the trade on matters in relation to driver safety to ensure that they have the relevant information to make informed choices.

Taxi Rank Marshaling

3.8 The Council values greatly the work of the taxi marshals who operate at the High Street rank and are supplied by a licensed venue in the town. Their work helps to ensure the orderly management of queues, reducing the potential for conflict between drivers and passengers and helping to ensure the swift dispersal of patrons from town centre venues. The presence of an enforcement agency increases the public's perception of safety and contributes to the aim to make Colchester a vibrant and welcoming place.

3.9 The Council will seek to promote the other ranks in the town centre which are located –
xxxxxxxxxxxx

3.10 In particular the Council wishes to raise the profile and use of the Rank in Head Street which is located close to a number of licensed venues and would be a valuable asset in the dispersal of patrons from this area. It is recognized that there are problems with the general public parking illegally in the ranks and will work with its partners in parking to address this issue and in collaboration with the trade to increase the profile and use of this rank.

Driver Health

3.8 The Council requires drivers to meet Group 2 Standards of Medical Fitness, as applied by the DVLA to the licensing of lorry and bus drivers, and details of this are found in **Group 2 Medical Fitness**.

3.9 The Council has taken this view because they carry members of the public who have expectations of a safe journey; are on the road for longer hours than most car drivers; and they may have to assist disabled passengers and handle luggage.

Age Limits

3.10 The Council does not set age limits for drivers beyond the statutory periods for holding a full driver licence. Applicants and licensed drivers seeking to renew their licence will be considered on an individual basis

Establishment of Professional and Respected Hackney Carriage and Private Hire Trades

4.1 The Council supports the aim of regulating and supporting the licensed trade by setting clear and transparent standards and procedures and enforcing these in a consistent and fair manner.

4.2 These standards and procedures are set out in the following documents attached as appendices -

Standards and Procedures

- **Pre-licensing conditions**
- **Convictions Policy**
- **Penalty Points Scheme**
- **Hackney Carriage and Private Hire Vehicle Specifications and conditions**
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- **Drivers/Vehicles/Operators Handbook**
- **Code of conduct when working with vulnerable persons**
- **Vehicle conditions**
- **Operator conditions**

4.3 It is important that the Policy remains a responsive document capable of change to reflect an evolving business environment. The Council is therefore committed to continued engagement with the licensed trade through a variety of mediums and pivotal to this is the work of the **Hackney Carriage/Private Hire Liaison Group**.

Knowledge Tests

4.4 Effective communication with passengers is essential and therefore as part of the application process the Council requires drivers to take **English Language/Numeracy Test**.

4.5 Not knowing the way or taking customers on an indirect route to a location is a common cause of dispute therefore the Council requires that all drivers have a good working knowledge of the area. The **Knowledge Test** comprises questions on the topography of the area, driver conditions, and driving knowledge (similar to the theory

test).

Dress Code

4.6 The Council regards its drivers as ambassadors for the Borough and therefore first impressions are important. All drivers are required to be clean and respectable in person, appearance and the way they dress to conform to the Council's dress code:

- Tops, shirts, blouses, t-shirts or sweat tops – These should be cover the shoulders and be capable of being worn inside trousers or shorts. Shirts or blouses can be worn with a tie or open necked.
- Trousers, skirts, shorts - Trousers may either be full length or shorts, if tailored. Short skirts should not be worn. Smart jeans are permitted.
- Footwear – This should be smart and appropriate for driving; and must fit around the heel of the foot.

Undesirable clothing – unclean or damaged clothing, clothing bearing offensive words, graphics or logos, football shirts, clothing with studs or similar adornments, beach type footwear such as mules and flip flops, and baseball caps.

Training

4.7 In addition to the requirement for new drivers to undertake mandatory safeguarding training, the Council, during the lifetime of a driver's licence, may require a licence holder to undertake reasonable and appropriate training to meet the needs and demands of the job. In requiring such training the Council will set a reasonable timeframe for its completion and these requirements will be notified to the driver in writing. If the driver refuses or fails to attend or does not meaningfully participate in the training or attain the training accreditation the driver's licence may be suspended and consideration given to its revocation. The cost of such training will be borne by the licence holder.

4.8 The driver of any wheelchair accessible vehicle must undertake appropriate training, approved by the Council, to ensure that passengers are handled and conveyed safely

Enforcement

4.9 It is essential for the safety of the public and the reputation of the trade that licensed drivers and operators; and their vehicles comply with the terms of their licence and the requirements of the Council's Policy.

4.10 Effective taxi and private hire regulation depends on partnership working and in particular the relationship between the trade, Council departments, the Police, DLVA and VOSA. The Council has an intelligence sharing protocol in place with Essex Police that enables relevant information to be shared even before an arrest or conviction is

made.

4.11 The Council will take a risk based approach to enforcement with a view to balancing the promotion of public safety with the need to permit individuals to safeguard their livelihood without undue interference. The principles of enforcement are:

- Taking firm action against those who flout the law or act irresponsibly
- Assisting the trade in meeting their legal obligations
- Promptly acting on complaints and issues of concern.

Complaints

4.12 Complaints can be reported online using the **Taxi Complaint Form** or via the Council's Customer Service Centre. All complaints will be investigated by a Licensing Enforcement Officer.

Penalty Point Scheme

4.13 The Council's **Penalty Point Scheme** provides a stepped enforcement process for those licence holders who have contravened licence conditions or associated legal provisions. This scheme does not prejudice the Council's ability to take any other action it is entitled to take under conditions, bylaws or regulation. In relevant cases, where it is considered necessary, an existing licensed driver may also be required to take the Council's knowledge test at their own expense.

Cross Border Working

4.14 The Council recognises that cross border hiring, whereby private hire vehicles and/or drivers which have been licensed to operate by another Council work in the Borough, is a potential problem. The driver and/or vehicle may have been licensed by an authority which has lower standards than those that apply in the Borough and the Council has no powers to intervene if any conditions of the licence are broken or the driver provides poor service to customers.

4.15 To address these issues, until such time as they are covered by legislation, the Council is committed to working with other Essex Licensing Authorities on an **Essex Protocol for the Authorization of Officers**, which will enable the Council's enforcement officers to take the necessary actions to protect the safety of public in the Borough.

Driver Proficiency

4.16 In line with its duty to ensure the safety of the travelling public and in order to address the persistent complaints relating to driver standards the Council requires all new drivers to complete an **enhanced driver assessment test**. **Add details**

Fares

4.17 The hackney carriage tariff for fares is determined by the trade and implemented at its request by the Council. The Council takes the view that the fees scales are best determined by the trade itself as they have a direct relationship with the market and are also best placed to determine their costs.

4.18 The tariff is a maximum tariff and the Council welcomes competition, particularly in relation to telephone bookings, with firms offering a differentiation in services, for example off peak reductions.

4.18 The Council has no power to set fares for private hire vehicles.

Number of Vehicles

4.19 The Council restricts the number of hackney carriage vehicles licensed to 131. This figure has been established through unmet demand surveys commissioned by the Council. The most recent unmet demand survey carried out in 2015 indicated that there was no significant unmet demand.

Vehicle safety, comfort and access

5.1 The Council has a duty of care to the public and central to this duty is the safety of licensed vehicles. To maintain standards of safety the Council has set out its requirements in terms of vehicle testing, accident reporting and the age of vehicles etc. in **Conditions for Hackney Carriage Vehicles** and **Conditions for Private Hire Vehicles**.

Accessibility

5.2 The Council is committed to social inclusion and therefore considers it a high priority that people with disabilities have access to all forms of public transportation.

5.3 The trade has a duty to provide a service to people with disabilities in the same way as it provides a service to any other passenger and therefore the Council is committed to work with operators and drivers to improve drivers' awareness of the needs of disabled people and to ensure best practice. New drivers will be required to undertake **disability awareness training** and where complaints have been made in relation to the carrying of a disabled passenger any driver may be required to undertake disability awareness training at their own expense.

5.4 The Equality Act 2010 states taxis and private hire vehicles must carry assistance dogs unless they have been issued with a medical exemption certificate. It is currently very difficult for people with vision impairments to verify the validity of these certificates. However, this can be overcome through the creation of **tactile medical exemption certificates** and it is the Council's policy to introduce these for licence holders with exceptions. The tactile certificate will take the form of a raised or embossed "E" on an exception certificate, larger than braille in size, and much simpler for those who do not read braille, making the certificate more accessible.

Encouraging Environmental Sustainability

Air Pollution

6.1 European wide emission limits are improving air quality and the Council is therefore committed to improving, as far as possible, the efficiency of vehicles licensed by the Council.

6.2 The Council supports measures to reduce the levels of CO2 Nitrogen Dioxide and particles emitted. Liquid Petroleum Gas (LPG) conversions are therefore acceptable if carried out by an approved converter.

6.3 Objective 4 of the Colchester Low Emission Strategy is to develop and implement measures to encourage taxi emission reductions in Colchester. In line with the Healthier Air for Colchester Air Quality Action Plan the Council has set the following compliance dates and standards for emissions from taxis –

- Euro 5 for diesel vehicles / Euro 4 for petrol from 2018
- Euro 6 for diesel vehicles / Euro 4 for petrol from 2020

6.4 The Council further requires that drivers of licensed vehicles turn off their engines when waiting in the Borough's Air Quality Management Areas as set out on the plan at [Appendix xxx](#)

Promoting Colchester as a vibrant, prosperous, thriving and welcoming place

7.1 Colchester is proud to be famous for being the oldest recorded town in the Country and receives visitors from all over the world. It is seeking to promote and enhance its reputation as a safe and vibrant, welcoming and prosperous borough and it recognises the importance of the licensed trade in helping to achieve this.

Ambassadors for the Borough

7.2 Licensed drivers are both front line ambassadors in promoting Colchester to residents and visitors alike. The Council therefore welcomes the support of its licensed drivers in fulfilling this role.

7.3 To be such an ambassador could not be easier and quite simply comes down to the way in which passengers are treated. First impressions are generally lasting impressions and a negative attitude from a licensed driver towards visitors can have a detrimental effect on their stay and whether they return. Visitors support many local trades and businesses and therefore not only directly support many jobs, but also help in the creation of much needed employment for the Borough as a whole.

7.4 A positive, friendly and helpful manner when dealing with both residents and visitors alike promotes the trade, making it far more likely that the public will wish to use the service again in the future. Such an attitude therefore promotes both Colchester and the individual business.