

# Our Colchester

## Strategic Plan Action Plan (SPAP) 2018 – 2021

### Year End Reporting Template

# GROW

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

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

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

G3 - Promote inward investment to the borough.

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

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

<b>G1</b>	<b>Help make sure Colchester is a welcoming place for all residents and visitors.</b>	
<b>G1</b>	<b>Action</b>	<b>Achievements</b>
G1	Maintain and promote Colchester's Museums and 2019 Adorn Exhibition.	Across all Colchester and Ipswich museums, visitor numbers for 2018-2019 have increased from the previous year total 275,740 to 283,554. Colchester Castle income has increased by 8% to £542,585. It is anticipated that visitor numbers for 2019-2020 should be increased because of the Adorn

		exhibition, for which multiple loans from the British Museum and other major museums have been secured.
G1	Provision of excellent visitor services and tourism promotion of Colchester.	<p>Along with all the core Visitor Information Services offered, the team have delivered three bespoke marketing campaigns:</p> <p><b>If Our Walls Could Talk</b> – Colchester’s first promotional TV ad produced and aired to a targeted audience on the SKY Adsmart platform and on social media. So far 459,613 has been viewed on Sky, with a further 420,761 views via the Visit Colchester social media feeds and the CBC You Tube channel.</p> <p><b>The Beautiful Borough</b> – promoting the diverse communities, countryside and tourism offer across the whole 134 square miles of the Borough of Colchester. Campaign artwork in a retro modern style based on 1930’s railway posters was produced in house for each of the following areas: Dedham Vale, Tiptree, Wivenhoe, Mersea Island, Colne Valley, Roman River and Colchester itself. Working with Greater Anglia and the ECC, full size posters were put up in stations on the network and the artwork has been used extensively elsewhere to promote the area. The campaign was very well received locally and in response to demand has been reproduced as a retail line on sale in the Visitor Information Centre (VIC).</p> <p><b>Colchester Roman Invasion</b> – campaign centred around Liverpool Street Station including advertising on the ticket barriers for 1 month from mid-March. During this time, it is anticipated that 3.2 million passengers will pass</p>

		<p>through the gates. On 19 March, Roman reenactors ‘invaded’ the station for the day, while the VIC team and partners from Museums, the Roman Circus Centre and Wilkins of Tiptree manned a pop up VIC on the station concourse, providing information and giveaways – impact will be tracked in a number of ways including redemption of vouchers for discounted Castle entry.</p> <p>Volume and Value of Tourism to the Borough of Colchester increased 6% in 2017 (statistics are collated externally and 2018 will be available later in year).</p>
G1	Develop and implement a business plan for Council owned car parks to ensure they provide an adequate provision of spaces in a welcoming environment at a competitive price and remain relevant to the expected growth of the Borough.	A survey as part of the review, encompassed 280 respondents’ views which will feed into the new parking strategy, currently being compiled.
G1	Deliver new and improved Mercury Theatre by September 2020.	Demolition work has been completed and the archaeological investigation is also complete, with some interesting finds uncovered. The “main works” are now underway and on schedule. The theatre “decant plan” is also in place.
<b>G2</b>	<b>Ensure residents benefit from Colchester’s economic Growth with skills, jobs and improving infrastructure.</b>	

G2	Action	Achievements
G2	Deliver the Fixing the Link and North Bridge Conservation Enhancement Area (NBCEA) and other Station Travel Plan projects to encourage more people to walk from the station to the town centre.	<p>Fixing the Link 2 designs have been approved. Plans for NBCEA 'lite' progressing and Conservation Area designation, on track.</p> <p>Work is progressing with Greater Anglia on the Station Travel Plan and work to improve access to Colchester Station for sustainable modes.</p>
G2	Delivery of Colchester Northern Gateway (CNG) project (Turnstone), United Way and Sports (North of A12) to extend Colchester's offer and sense of arrival.	<p>Some permissions for sites have been obtained, with a detailed scheme for Turnstone being worked up. The CNG Sports Hub is already under construction and due to complete in time for April/May 2020. The Northern Gateway South application was submitted in March and is currently under consideration by the planning service.</p>
G2	Support Skills Development across Colchester.	<p>In 2018-2019, ten new apprentices have been recruited to CBC and trained. The apprenticeship levy has been used to support professional development for 5 employees.</p> <p>Ten CBC employees are also studying towards a CMI Level 3 Team Leader/Supervisor qualification also funded through the apprenticeship levy.</p> <p>Delivery of the Heritage Lottery Funded 2018-2022 Skills for the Future programme at the museum service.</p>

		Offering placements to veterans through Project Nova and Walking with the Wounded.
<b>G3</b>	<b>Promote inward investment to the borough.</b>	
<b>G3</b>	<b>Action</b>	<b>Achievements</b>
G3	Ensure there is a supply of employment land and premises to attract new business and allow existing firms to expand and thrive.	<p>Evidence base updates provided to help inform the Examination of the Local Plan to move towards Adoption following recommencement of the Examination later this year.</p> <p>In the monitoring period up to December 2018 there was a potential net gain of 13,345 m<sup>2</sup> of commercial floorspace across the Borough, including development in Haven Road, Colchester. Indicators on Jobs growth based on the latest data illustrates a continued increase in employee jobs year on year.</p>
G3	Produce an updated Economic Strategy for the Borough.	Work is progressing on an Economic Strategy for the Borough. Scoping and Engagement is anticipated for early summer, with a Draft Strategy to follow. Evidence base has been completed.
<b>G4</b>	<b>Develop jobs, homes, infrastructure and communities to meet the borough's future needs by creating new Garden Communities.</b>	

<b>G4</b>	<b>Action</b>	<b>Achievements</b>
G4	Adoption of a new Local Plan and Development Plan Documents for Garden Communities.	Local Plan adoption has been delayed allowing extra work on evidence base to be prepared. Further consultation to take place in Summer 2019 prior to re-opening of the examination.
G4	Progress and develop options to inform future delivery of Rapid Transit.	Work is being undertaken in preparation to meet summer deadline for consultation on updated Local Plan evidence base.
G4	Securing and utilising S106 contributions to fund community infrastructure.	Development Team continues to meet regularly to determine planning obligations. Response sent to national consultation on revisions to S106 system which if progressed, would be beneficial and allow greater collection of contributions from smaller sites.
<b>G5</b>	<b>Work with partners to create a shared vision for a vibrant town centre.</b>	
<b>G5</b>	<b>Action</b>	<b>Achievements</b>
G5	Develop a multi-agency night time economy (NTE) action plan to create a diverse, vibrant and safe town centre at night.	A reported reduction in crime and incidents in relation to businesses contributing to the Night Time Economy is good news.

		<p>The success of Pubwatch and working with the NTE has remained a positive step in ensuring LA, Police, Businesses and Partners work well together to support our vibrant and safe NTE.</p> <p>Introduction of the new Taxi and Private Hire Licence includes compulsory training for Child Sexual Exploitation and Vulnerable persons awareness will better protect drivers and their passengers and nights of action, and random licensing enforcement inspections maintain a visual presence in the NTE.</p>
G5	Progress redevelopment of Vineyard Gate as a new urban quarter to compliment the town centre and provide an attractive mixed-use development which enhances the town wall.	Feasibility work continues. We are working closely with agents to understand market conditions and explore the deliverability of the scheme options. Site assembly has been ongoing and is almost complete.
G5	Improve cleanliness and community safety in the town centre during the day.	<p>Regular focussed patrols with other agencies including Essex Police (Transport) and CBH Outreach. Enforcing legislation under Anti-social crime and policing act 2014.</p> <p>Attendance of weekly Town Centre Action Plan (TCAP) meetings with multiple agencies to share information and develop action plans for individuals and areas concerning Anti-Social Behaviour (ASB).</p>

		<p>Assisting with Essex Police Operation Diss focussing on ASB hotspot areas, as well as involvement with Street Weeks campaigns.</p> <p>Weekly patrols with street ambassadors. Working alongside the Business Improvement District (BID) team on campaigns such as NEAT street <a href="https://www.colchester.gov.uk/neat-street-campaign/">https://www.colchester.gov.uk/neat-street-campaign/</a>.</p>
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### **Responsibility – Encouraging everyone to contribute to making our borough even better:**

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

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

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

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

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

<b>R1</b>	<b>Promote responsible citizenship by encouraging residents to get involved in their communities and to identify solutions to local issues.</b>	
<b>R1</b>	<b>Action</b>	<b>Achievements</b>



R1	Take an Asset Based Community Development Approach – Enable the growth of sustainable resilient communities, building capacity, connections and empowering people to act on things that are important to them.	<p>Working with Asset Based Community Development experts, Nurture Development, to deliver a training program to CBC officers and community stakeholders.</p> <p>Realigning resources in the Community Enabling Team and creating thematic lead officers with the tools and skills to work with and alongside communities.</p> <p>Working in collaboration with the One Colchester Strategic Partnership to map local community assets and resources.</p>
R1	Supporting parish councils to prepare Neighbourhood Plans for their communities.	Referendum on Wivenhoe Neighbourhood Plan took place on 2 May 2019, with a view to Adoption in June/July 2019. West Bergholt and Eight Ash Green Neighbourhood Plans currently under Examination. Potential Referendum during the Summer on both Plans.
<b>R2</b>	<b>Encourage re-use and recycling to reduce waste to landfill.</b>	
<b>R2</b>	<b>Action</b>	<b>Achievements</b>
R2	Continue to promote waste minimisation, reduction and recycling to our residents.	Over 450 locations across the borough are receiving weekly plastics collections for flats. Work continues with management companies to implement this initiative in their properties.

		<p>Benchmarking through LG Inform has shown us as the best performing local authority in the East of England, with regards to the amount of residual waste produced per household.</p> <p>CBC is currently in the top quartile for the percentage of household waste sent for reuse, recycling and composting when compared to all other local authorities in the East of England.</p>
<b>R3</b>	<b>Educate those residents who behave anti-socially about the impact of their behaviour.</b>	
<b>R3</b>	<b>Action</b>	<b>Achievements</b>
R3	Multi-Partnership approach to understanding and tackling local priorities linked to anti-social behaviour.	<p>Robust enforcement through use of Town Centre Action Plan and working with partners to reduce begging and street drinking in Town Centre.</p> <p>Street Weeks initiatives delivered to 3 locations to tackle issues identified by local communities and encourage and enable residents to become involved and identify solutions.</p> <p>Leadership of Safety Advisory Group, to ensure all large events in the Town Centre are appropriately risk assessed and public safety is maintained.</p> <p>Public scrutiny of Safer Colchester Partnership (SCP) undertaken at Crime and Disorder Committee on 26 February 2019.</p> <p>SCP Annual Partnership Plan produced for period April 2018 – March 2019 (following partnership consultation and Strategic Assessment of Crime). Key</p>

		priorities to protect vulnerable people and raise awareness of hidden harms, address gangs and county lines, reduce incidents of violent and sexual crime, including weapons and tackle incidents of high harm, repeat Anti-Social Behaviour (ASB) and hate crime.
R3	Deliver an appropriate enforcement approach across the borough.	<p>A week of Enforcement of the Public Space Protection Orders (PSPO) and Bylaws took place in the Town Centre from 15-19 October 2018, with 58 Fixed Penalty Notices (FPN's) being given out.</p> <p>Night Time Enforcement of the PSPO &amp; Bylaws took place in the Town Centre overnight between October 2018 and March 2019, with 541 FPN's being given out.</p> <p>Patrols in all wards continue with a total (in above) number of FPN's being issued in 2018-2019 as follows:</p> <p>Littering 394, PSPO Breach 111, Dog Fouling 4, Abandoned Vehicles 1, Fly tipping 174.</p>
<b>R4</b>	<b>Increase the supply of good quality homes by using legal powers to reduce the number of empty homes and improve standards in the private rented sector.</b>	
<b>R4</b>	<b>Action</b>	<b>Achievements</b>
R4	Maximise the opportunities available through Eco-flex and Warm Homes funding to improve energy efficiency of	The Energy Company Obligation (ECO) requires energy companies to help improve the energy efficiency of domestic homes by discounting the cost of improvement works. Councils can make declarations determining that

	homes in Colchester, outlined in the Home Energy Conservation Act (HECA) Report.	<p>certain households meet the eligibility criteria, with CBC signing off 29 declarations this year. Most cases involve a mix of loft and cavity wall insulation.</p> <p>Targeted promotion campaign undertaken in October-November by Arran Services our specialist contractor partner. A further 40 households have been identified as living in fuel poverty and referred to Arran Service because of Winter Resilience campaign.</p> <p>Works completed in 36 premises as a result of action taken by the Private Sector Housing Team, to remove hazards from cold homes where left unaddressed would likely have resulted in residents seeking medical attention.</p>
<b>R5</b>	<b>Create new routes for walking or cycling and work with partners to make the borough more pedestrian- friendly.</b>	
<b>R5</b>	<b>Action</b>	<b>Achievements</b>
R5	Maximise all opportunities, including funding through planning contributions, to deliver enhanced cycling and walking routes and infrastructure.	<p>Colchester Orbital included as an allocation in the emerging Local Plan with commitment to link to new development wherever possible.</p> <p>Development Team and the Sustainable Transport Team, including the Colchester Travel Plan Club, continue to deliver solutions that promote</p>

		sustainable transport solutions through major development proposals and S106 contributions.
R5	Work with partners to promote sustainable travel behaviour change, healthier lifestyles and reduce car dependency.	<p>Ongoing work with partners to promote sustainable travel, including businesses in North Colchester, and ensure that Travel Plans are robust. New Colchester Travel Plan Club members including Cygnet Hospital, The Oaks Hospital and Colchester Borough Homes. Working with new members to roll out travel plan, carry out surveys and offer public transport discounts.</p> <p>Increased engagement with Colchester Institute with focus on student travel.</p> <p>Support provided to Colchester Hospital to help staff explore alternative modes as new parking management system being rolled out.</p>

### **Opportunity – Promoting and improving Colchester and its environment:**

O1 – Promote Colchester’s heritage and visitor attractions to increase visitor numbers and to support job creation.

O2 – Encourage green technologies through initiatives such as SMART Cities.

O3 – Help business to flourish by supporting infrastructure for start-up businesses and facilitating a Business Improvement District.

O4 – Ensure a good supply of land available for new homes through our Local Plan.

O5 – Promote initiatives to help residents live healthier lives.

<b>O1</b>	<b>Promote Colchester’s heritage and visitor attractions to increase visitor numbers and to support job creation.</b>	
<b>O1</b>	<b>Action</b>	<b>Achievements</b>

O1	Deliver 'Heritage Explorer' trails for walkers and cyclists across the Borough.	A popular booklet <i>Colchester Heritage Trail</i> , (a walking trail linking 30 heritage attractions in the town centre) produced by local historians Patrick Denney and Brian Light, has been digitised (the booklet was previously available only in hard copy) and permission has been granted by the authors to make this free to download on the Colchester Heritage Explorer website ( <a href="https://colchesterheritage.co.uk/">https://colchesterheritage.co.uk/</a> ). The digital booklet will be uploaded to the website along with information about, and links to, other heritage-related trails in the Borough, once the upgrade to the Historic Buildings, Sites and Monuments Record (HBSMR) website framework has been completed by Exegesis.
O1	Maximise the opportunities of our Council owned heritage attractions to increase visitor and revenue numbers.	<p>Increases in admissions income at the Castle are being complemented by new initiatives such as 'Knightzzz at the Museum' and other sleepover activities. Improvements to shop displays and ranges in the Castle and Natural History Museum have led to year on year increases of retail income further complemented by growing take-up of tours and interactive tablets. Events from 2019 will focus on audience development as well as income generation. The exhibition 'Adorn' at the castle is anticipated to attract an additional 10,000 visitors.</p> <p>The Museums service is exploring the potential for developments at the Natural History Museum and Gosbecks Archaeological Park to encourage greater footfall and improved visitor experience.</p>

<b>O2</b>	<b>Encourage green technologies through initiatives such as SMART Cities.</b>	
<b>O2</b>	<b>Action</b>	<b>Achievements</b>
O2	Introduce electric vehicle charging points across the borough and encourage and enable electric vehicle use.	Power supply is being installed to new point at Priory Street. A charge point will be installed when the power supply is completed.
<b>O3</b>	<b>Help business to flourish by supporting infrastructure for start-up businesses and facilitating a Business Improvement District.</b>	
<b>O3</b>	<b>Action</b>	<b>Achievements</b>
O3	Manage, Promote and maximise the opportunity of our Charter Market and Street Trading.	<p>Achievements thus far are as follows:</p> <ul style="list-style-type: none"> <li>• Five traders won Golden Oyster awards at the food &amp; drink festival</li> <li>• 3rd year Chilli Challenge with continuing success</li> <li>• Christmas Market was attended by 10,000 people with 650,000 Facebook interactions</li> <li>• 2nd year running panto horse event</li> <li>• Love your Market - National Association of British Market Authorities (NABMA) National campaign, Colchester Market was in the top ten most tweeted Market out of 12,000 Market which took part</li> </ul>

O3	Develop a vision for Colchester High Street and explore objectives and options to achieve this vision.	<p>The March 2019 Policy and Public Initiatives Panel (PIIP) received a report on the Government's 'Future High Streets' programme, and an Expression of Interest to this programme was endorsed by the Council's Portfolio Holder for Business and Culture and submitted to Ministry of Housing, Communities and Local Government in late March 2019. PIIP have previously considered the High Street and its potential pedestrianisation, so the opportunity was taken to develop a broader town centre vision identifying the key challenges our town centre faces, and the steps the Council and its partners would like to take to address these.</p> <p>At the centre of this Expression of Interest is a vision statement for the High Street and wider Town Centre, which was developed and endorsed by key interests in the town centre including community groups, ward members, our key partners notably 'Our Colchester' (the Business Improvement District), key businesses and organisations including Colchester Institute, the University of Essex, Essex County Council and South East Local Enterprise Partnership.</p> <p>Officers will undertake further work needed to develop the Vision further within the wider context of the Borough and the Region. Following this further engagement will be undertaken with stakeholders including the key groups who use the town centre, noting in particular the importance of young people to the town's economic health.</p>
O3	Deliver new "Grow on space" (place for smaller start-up businesses to move on to as they establish) linked to the	Awaiting outcome of funding bid (now expected June). Other solutions being explored as alternatives.



	Creative Business, at the former Queen Street Bus Station.	
<b>O4</b>	<b>Ensure a good supply of land available for new homes through our Local Plan.</b>	
<b>O4</b>	<b>Action</b>	<b>Achievements</b>
O4	Ensure the Council has an adequate supply of land available to meet housing needs within the Borough.	<p>Annual Monitoring Report published in December incorporating supply and delivery position at 1 April 2018.</p> <p>Revised housing supply paper published April 2019 to reflect changes to national policy.</p>
<b>O5</b>	<b>Promote initiatives to help residents live healthier lives.</b>	
<b>O5</b>	<b>Action</b>	<b>Achievements</b>
O5	Support projects and initiatives which aim to reduce pollution levels and therefore have a positive impact on the boroughs air quality.	<p>To support National Clean Air Day on Thursday 21 June 2018 the Council introduced a <a href="#">No Motor Vehicle Idling Policy for the users of CBC vehicles, CBC staff using their own vehicles for business travel and motor vehicles visiting Council offices.</a></p> <p>The Council and Colchester Travel Plan Club were successful in a grant application to DEFRA and have been awarded nearly £250,000 from the</p>

		<p>Government to support a scheme to improve air quality in key areas across the borough.</p> <p>In 2019 the Department for Transport made additional grant funding available for the retrofitting of buses. (Retrofitting reduces the buses tailpipe emissions by 95%). In partnership with Essex County Council, further funding was awarded and 12 additional buses serving Colchester Town Centre will be retrofitted. A total of 38 buses will now be retrofitted through grant finance.</p>
O5	Promote the Livewell campaign – Utilise opportunities to provide communities, families and individuals with information and signposting about all that is on offer to improve health and wellbeing in the borough.	<p>Worked with Communications &amp; Marketing Team to utilise Livewell brand across Council Services.</p> <p>Increased online traffic to the Essex Livewell website - In March 2019, 3 of the 5 top engagement tweets on Livewell were about events or positive news in Colchester. In it's first year (2018), Colchester had the second highest number of unique visitors to Livewell (1,337) behind only Braintree where the campaign has been running since 2014.</p>
O5	Implement improvements to internal processes and report templates to embed considerations (and data) about health and wellbeing into decision making.	<p>To ensure the Council does all it reasonably can to promote improved health and wellbeing a 'health in all policies' approach has been adopted. All decisions and equality impact assessments now require consideration of the positive wellbeing benefits to our residents, whilst also reducing, removing or minimising any unintended consequences to wellbeing that may arise from decisions made, or the delivery of Services.</p>

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

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

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

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

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

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

<b>W1</b>	<b>Encourage belonging, involvement and responsibility in all the borough's communities.</b>	
<b>W1</b>	<b>Action</b>	<b>Achievements</b>
W1	Work with partners to develop insight and research to support the North Essex Alliance to improve health outcomes for Colchester.	An extensive research brief and proposal has been prepared and liaison with partners is underway to scope the best methods for delivery across the borough (including the relevant partners in each stage).
<b>W2</b>	<b>Work with Essex Police and partners in the Safer Colchester Partnership to make Colchester an even safer place.</b>	
<b>W2</b>	<b>Action</b>	<b>Achievements</b>

W2	Active participation in Safer Colchester Partnerships priorities and outcomes.	<p>Annual Partnership Plan produced for the period April 2018 – March 2019 (following partnership consultation and Strategic Assessment of Crime). Key priorities to protect vulnerable people/raise awareness of hidden harms, address gangs and county lines, reduce incidents of violent and sexual crime, including weapons and tackle incidents of high harm repeat Anti-Social Behaviour (ASB) and hate crime.</p> <p>Several initiatives delivered – highlights include training around gangs/county lines/cuckooing and mate crime, modern slavery conference, Virtual Crew Pilot, Gangsline Project (schools work, young person support and professionals training), Colchester United Knife Crime Initiative and Young Colchester Project. Startwell funded detached youth work and the University funded Internship to support a multi-agency project (CBC led between CBC, Police, University and Essex Youth Services).</p> <p>Town Centre Action Plan (TCAP) (package of enforcement, support, awareness and education) implemented July 2018, followed by Team 10 in January 2019 to tackle issues of street begging and drinking in Town Centre. Weekly partner meetings take place to discuss (and action plan) persistent offenders and hotspots.</p> <p>3 Street Weeks events delivered (Highwoods, St Michaels/Garrison and Greenstead/Hythe).</p>
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		<p>12 Local Community Meeting (LCM) meetings delivered. A review of LCMs to take place April 2019.</p> <p>Leadership of Safety Advisory Group to ensure all large events in the Town Centre are appropriately risk assessed and public safety is maintained.</p>
W2	Maintain Licensing Enforcement Group (LEG) with partners using multi agency tasking to tackle problem premises, promote good practice and tackle early identification of hidden harms within the day and night time economy.	Since forming the Licensing Enforcement Group (LEG) with all responsible authorities, acting as a team the businesses that have caused the issues mentioned have been reduced from 25 to approx. 5 premises that required intervention. The LEG has enabled the teams to proactively work with businesses to improve where necessary both the night time economy (NTE) and the working relationship to ensure that where there were issues or events they are resolved before problems occur.
<b>W3</b>	<b>Create new social housing by building Council homes and supporting Registered Providers.</b>	
<b>W3</b>	<b>Action</b>	<b>Achievements</b>
W3	Secure new affordable homes that are owned by the Council, from the 4 mixed-tenure housing developments being undertaken by Colchester Amphora Homes Ltd (CAHL)	Cabinet approvals obtained, legal agreements drafted and being progressed. First planning application submitted by CAHL and under consideration. Another pre-application enquiry has also been submitted. Design work continues.

W3	Work with registered providers and private developers to deliver new affordable housing.	<p>During 2018-2019, a total of 125 new affordable homes have been delivered. This means we are on target to deliver 360 affordable homes by the end of this Strategic Plan.</p> <p>The Council have paid £224,703 of a total grant of £449,406 to Winnocks and Kendalls Almshouse Charity as their scheme to build 9 additional affordable homes has started on site. The Council also gave a grant of £450,000 to Haig Housing for 7 additional affordable homes for ex-service personnel which were purchased in 2018-2019.</p>
W3	Use our own land and resources to deliver new affordable council homes through the use of under-used garage sites.	Feasibility work has progressed well, with design work commencing on 2 sites. Further work is ongoing to explore 2 other sites further.
W3	Implement a pilot scheme to use "Airspace", creating an additional storey on existing housing blocks to deliver 32 new affordable council homes by 2021.	Some sites have been identified and assessed, discussions are now taking place around procurement procedures, further exploration and feasibility, as well as consultation.
W3	Use our own land and resources to deliver an improved sheltered accommodation scheme.	Plans are being made to initiate consultation with residents from June 2019 onwards.

<b>W4</b>	<b>Target support to the most disadvantaged residents and communities.</b>	
<b>W4</b>	<b>Action</b>	<b>Achievements</b>
W4	Work with partners to coordinate and enable the delivery of projects, interventions and activity focused on supporting families, children and young people in Colchester to get the best start in life.	<p>The 'startwell' programme has seen the Council invest £165k to date (in addition to attracting a further £205k in match funding) in a range of projects that enable young people and families in Colchester.</p> <p>Projects include:</p> <p>Working with Social Enterprise, Catch 22, to support and build resilience into families who are in 'housing crisis' and at risk of losing their tenancy or living in temporary accommodation.</p> <p>Upskilling Young people with early signs of mental health issues and supporting them to take steps to improve wellbeing.</p> <p>Resourcing detached youth work in areas identified as being subject to anti-social behaviour.</p>
W4	Customer insight and statistics. Target support and access for customers appropriately, using research.	The research and engagement team work corporately to support our services in gathering customer insight and running consultations that help shape service delivery and planning. Over this year, this has included the following:

		<ul style="list-style-type: none"> <li>• Analysis of health and wellbeing indicators for Colchester- Informing strategic work of the Alliance with our partners</li> <li>• Mosaic profiling of Museums visitors and passholders - informing targeted events and funding reports</li> <li>• Mapping current and potential customers for Helpline- informing business planning for the service</li> <li>• Boxted community profile- to inform community facilities work</li> <li>• Stanway community profile- to help target new community facility</li> <li>• Old Heath recreation ground profile- to inform future planning and development</li> </ul>
W4	Prevent households from experiencing homelessness and tackle rough sleeping.	<p>The way CBH provide advice and assistance to households has fundamentally changed since the introduction of the Homelessness Reduction Act. During 2018-2019 homelessness was prevented for 186 households, and 90 homeless households were assisted to secure alternative accommodation under the relief duty.</p> <p>The Rough Sleeper Co-ordinator worked with 28 clients from 1 April until the 30 September. CBC secured additional government funding in October which enabled the employment of two additional outreach workers. From October until the end of March the increased team were able to work with more clients, and during this period worked with 49 clients who have been</p>



		provided with support/advice/assistance to help them move off of the streets. 16 rough sleepers have been housed during 2018-2019.
W4	Work with partner and community organisations to advance equality of opportunity and access to services for, vulnerable groups.	<p>We continue to use our robust processes in all equality impact assessments. An annual Equality and Safeguarding Report to Governance Committee in November 2018 sets out a full account of activities and progress.</p> <p>The Diversity Steering Group includes representatives from all service areas. The aim of the group is to provide an active forum for the discussion of and involvement in corporate equality and diversity issues, that affect both the Council workforce and the borough population.</p> <p>CBC is an active member of Essex Equality Network meetings and the Essex Faith Forum.</p>
W4	Work with partner and community organisations to help safeguard vulnerable people.	<p>An annual Equality &amp; Safeguarding Report to Governance Committee in November 2018 set out a full account of activities and progress for Safeguarding.</p> <p>Designated Safeguarding Officers (DSOs) have undergone a review and many new DSO's volunteered. DSO's (including a few CBH Officers) were provided with level 3 Safeguarding Awareness training in March 2019.</p>

		<p>Further training in ‘specialist’ areas to be continued throughout the year (i.e. suicide prevention, hate crime, referral procedures).</p> <p>Closer links with Essex Safeguarding Adults Board (ESAB) and Essex Safeguarding Children Board (ESCB) formed via participation in City, Borough Safeguarding (CDB SG) Leads and ESAB Leads meetings.</p> <p>Continued support for Domestic Homicide Review (DHR) and Serious Case Review (SCR).</p> <p>Close working with CBC Licensing Team to enhance safeguarding procedures for Taxis.</p>		
W5	Help residents adopt healthier lifestyles by enabling the provision of excellent leisure facilities and beautiful green spaces.			
W5	Action	Measurement of success	Achievements	Lead Officer
W5	Work together with system partners to achieve challenging targets in a small number of key areas that will have a significant impact on major health conditions.	Secured £145k from North East Essex Clinical Commissioning Group to plan and deliver a new approach to support people with a mental health diagnoses to livewell at home and reduce pressures on acute health services.		

		<p>Successfully awarded £90k from North East Essex Clinical Commissioning Group to deliver 'Wild Wellbeing' a project aimed at connecting children &amp; young people with outdoor activities to improve wellbeing.</p> <p>Essex Local Delivery Pilot (see below).</p> <p>Making Every Contact Count (MECC) online training is available on mylearning and promoted to new staff at induction training by HR. A Systemwide package will be developed over the next year.</p>
W5	Work with Sport England, System partners and the community to deliver the Essex Local Delivery Pilot (ELDP).	<p>In December Sport England confirmed an additional lottery award of £9.84m to fund the Essex Local Delivery Pilot (LDP) to tackle physical inactivity across the County. The award is an extension of the initial grant of £845,000 made earlier in the year.</p> <p>Colchester is one of three Boroughs who will be the main recipients of funds to increase levels of physical activity, particularly in vulnerable individuals and families.</p> <p>New community coordinator role started in November (hosted by CBC) to build new relationships with local stakeholders and individuals in communities to understand the barriers that exist to being active. The role will support capacity building and work with Individual's and groups to coproduce solutions.</p>

W5	<p>Protect, enhance and deliver a comprehensive green infrastructure network, including the Colchester Orbital, and seek opportunities from future developments to improve connectivity to the network.</p>	<p>Continue to secure contributions through section 106 agreements where appropriate. During the monitoring period 2017-2018 - £402,453.00 (including offsite provision contributions).</p> <p>Colchester Orbital Project is progressing with initial phase of work to enhance the mapping underway and also raising awareness of the route / branding the project and identifying opportunities to reduce and remove barriers. Project groups working with key community stakeholders to take this forward. Funding supporting this initial work includes contributions for the Council Priorities (£20 000).</p>
W5	<p><b>Dementia Friendly Activities at Leisure World Colchester</b></p> <p>Deliver a range of activities for people living with dementia and their carers Activities include: Fitness Pool swimming available under the guidance of qualified teachers, table tennis, badminton and “Song &amp; Memories” sessions.</p>	<p>With the initial success of April-September 2018 programme the scheme was extended up to April 2019.</p> <p>An increase of 162% has been achieved since the scheme’s launch in 2018.</p> <p>User group feedback has been overwhelmingly positive as key social &amp; accessibility barriers have been addressed.</p>
W5	<p><b>Diabetes Support Programme at Leisure World Colchester</b></p>	<p>We have documented strong blood sugar and weight loss achievements.</p>

	<p>Working in partnership with the National Diabetes Prevention Programme and GP Surgeries to deliver a 12-week programme aimed at those who have been diagnosed with diabetes or pre-diabetic health conditions. Develop knowledge of Diabetes and its treatment Build awareness and motivation to exercise. Physical activity sessions &amp; nutrition support. Max 16 people per programme.</p>	<p>We now have tangible data for all attendees showing very significant improvements of their wellbeing – ranging from one to two and-a-half stone weight loss in addition to wider health benefits e.g. improvements to their diabetes symptoms including adopting wider lifestyle changes.</p>
W5	<p>Develop a Colchester Parks and Green Space Strategy – linking healthier lifestyles, community volunteering, green spaces and new funding streams.</p>	<p>Continued work at Allotments sites across the Borough, with only 3% of total plots currently vacant.</p> <p>Online allotment selection system currently being developed.</p> <p>Following Co-production sessions with the local community, a Nature and History walk in the Bourne Valley app will launch in May 2019.</p> <p>Conservation works took place in April 2019 at Ghost Wood which resulted in the creation of a seating area for Forest School activities.</p>

		<p>Several Play areas across the borough have received new play equipment and surfaces. Bergholt Road Bradfield Drive with Fiddler Foley Play undertaking a full refurbishment.</p> <p>Mile End has had a new Adult Gym equipment installed.</p> <p>The borough has adopted new Play Areas at Parade Square and Captain Gardens.</p> <p>Castle Park's new Putt in the Park new pavilion is due to be completion at the end April 2019, ready for the new attractions opening in summer 2019</p> <p>Further Improvements to Castle Park currently taking place include the bespoke Changing places toilet to meet the needs of all people with disabilities by providing specialist equipment in a safe and clean environment completion early May 2019.</p> <p>The Café in the Park Public toilets provision will be completed at end of May 2019.</p> <p>Along with refurbishment to the toilet provision in Lower Castle Park completed June 2019.</p>
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