

Policy Review and Development Panel

Grand Jury Room, Town Hall
10 September 2012 at 6.00pm

The Policy Review Panel deals with reviewing policies and issues at the request of the Cabinet or Portfolio Holder, or pro-actively identifying issues that may require review; dealing with those issues either directly or by establishing Task and Finish Groups, monitoring progress of these Groups and assessing their final reports.

Information for Members of the Public

Access to information and meetings

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Have Your Say!

The Council values contributions from members of the public. Under the Council's Have Your Say! policy you can ask questions or express a view to meetings, with the exception of Standards Committee meetings. If you wish to speak at a meeting or wish to find out more, please refer to Attending Meetings and "Have Your Say" at www.colchester.gov.uk

Private Sessions

Occasionally meetings will need to discuss issues in private. This can only happen on a limited range of issues, which are set by law. When a committee does so, you will be asked to leave the meeting.

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Access

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Terms of Reference

Policy Review and Development Panel

- To review strategies and policies at the request of the Cabinet either directly or by establishing Task and Finish Groups, and to make recommendations back to Cabinet for decision.
- To review issues at the request of a Portfolio Holder either directly or by establishing Task and Finish Groups and to make recommendations back to the Portfolio Holder for decision.
- To monitor progress of Task and Finish Groups and assess their final reports prior to their submission to either the Cabinet or the Portfolio Holder.
- To proactively identify issues that may require review and improvement and to seek Cabinet's agreement as to whether and how they should be examined.

**COLCHESTER BOROUGH COUNCIL
POLICY REVIEW AND DEVELOPMENT PANEL
10 September 2012 at 6:00pm**

Members

Chairman : Councillor Julie Young.
Deputy Chairman : Councillor Mark Cory.
Councillors Nigel Chapman, Mark Cable, Barrie Cook,
Margaret Fairley-Crowe and Jo Hayes.

Substitute Members : All members of the Council who are not Cabinet members or members of this Panel.

Agenda - Part A

(open to the public including the media)

Members of the public may wish to note that Agenda items 1 to 6 are normally brief and the last Agenda Item is a standard one for which there may be no business to consider.

Pages

1. Welcome and Announcements

(a) The Chairman to welcome members of the public and Councillors and to remind all speakers of the requirement for microphones to be used at all times.

(b) At the Chairman's discretion, to announce information on:

- action in the event of an emergency;
- mobile phones switched off or to silent;
- location of toilets;
- introduction of members of the meeting.

2. Substitutions

Members may arrange for a substitute councillor to attend a meeting on their behalf, subject to prior notice being given. The attendance of substitute councillors must be recorded.

3. Urgent Items

To announce any items not on the agenda which the Chairman has agreed to consider because they are urgent and to give reasons for the urgency.

4. Declarations of Interest

The Chairman to invite Councillors to declare individually any interests they may have in the items on the agenda. Councillors should consult Meetings General Procedure Rule 7 for full guidance on the registration and declaration of interests. However Councillors may wish to note the following:-

- Where a Councillor has a disclosable pecuniary interest, other pecuniary interest or a non-pecuniary interest in any business of the authority and he/she is present at a meeting of the authority at which the business is considered, the Councillor must disclose to that meeting the existence and nature of that interest, whether or not such interest is registered on his/her register of Interests or if he/she has made a pending notification.
- If a Councillor has a disclosable pecuniary interest in a matter being considered at a meeting, he/she must not participate in any discussion or vote on the matter at the meeting. The Councillor must withdraw from the room where the meeting is being held unless he/she has received a dispensation from the Monitoring Officer.
- Where a Councillor has another pecuniary interest in a matter being considered at a meeting and where the interest is one which a member of the public with knowledge of the relevant facts would reasonably regard as so significant that it is likely to prejudice the Councillor's judgment of the public interest, the Councillor must disclose the existence and nature of the interest and withdraw from the room where the meeting is being held unless he/she has received a dispensation from the Monitoring Officer.
- Failure to comply with the arrangements regarding disclosable pecuniary interests without reasonable excuse is a criminal offence, with a penalty of up to £5,000 and disqualification from office for up to 5 years.

5. Have Your Say!

(a) The Chairman to invite members of the public to indicate if they wish to speak or present a petition at this meeting – either on an item on the agenda or on a general matter not on this agenda. You should indicate your wish to speak at this point if your name has not been noted by Council staff.

(b) The Chairman to invite contributions from members of the public who wish to Have Your Say! on a general matter not on this agenda.

6. Minutes

To confirm as a correct record the minutes of the meeting held on 6

August 2012

7. Economic Development Strategy 2010 - 2015

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See report by the Head of Strategic Policy & Regeneration

The following guests have been invited to attend the meeting to assist Councillors in their discussions:

- Eleanor Totman, Deputy Director Commercial Services, University of Essex
- Abigail Cheverst, Manager, Slackspace
- Marc De'ath, Creative Director & Founder, The Creative Coop
- Digby Chacksfield, Learning Manager, Eastern Enterprise Hub, Ipswich
- Dr Janice Pittis, Director, Research and Enterprise Office, University of Essex
- Steve Clarke, Knowledge Gateway Consultant, Knowledge Gateway, University of Essex

8. Work Programme 2012-13

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See report by the Head of Corporate Management

9. Exclusion of the public

In accordance with Section 100A(4) of the Local Government Act 1972 and in accordance with The Local Authorities (Executive Arrangements) (Access to Information) (England) Regulations 2000 (as amended) to exclude the public, including the press, from the meeting so that any items containing exempt information (for example confidential personal, financial or legal advice), in Part B of this agenda (printed on yellow paper) can be decided. (Exempt information is defined in Section 100I and Schedule 12A of the Local Government Act 1972).

POLICY REVIEW AND DEVELOPMENT PANEL

6 AUGUST 2012

Present :- Councillor Julie Young (Chairman)
Councillors Mark Cable, Nigel Chapman, Barrie Cook,
Mark Cory and Jo Hayes

Substitute Member :- Councillor John Elliott for Councillor Margaret Fairley-
Crowe

5. Minutes

The minutes of the meeting of the Panel held on 18 June 2012 were confirmed as a correct record, subject to the deletion of the words 'with Councillor Derrick Louis, the Essex County Council Cabinet Member for Highways and Transportation' in the seventh paragraph of minute no 4.

6. Localised Council Tax Support 2013/14

Councillor Julie Young (in respect of being a member of the Board of Essex Fire Authority) declared a non-pecuniary interest in this item pursuant to the provisions of Meetings General Procedure Rule 7(5).

The Panel considered a report by the Head of Resource Management giving details of proposals for a new policy to create a Localised Council Tax Support Scheme.

Ian Blofield, Colchester Borough Council, Interim Head of Resource Management and John Fisher, Colchester Borough Council Revenues and Benefits Manager together with Nicole Wood, Essex County Council, Assistant Director of Financial Management and Liz Slingsby, Essex County Council Financial Analyst all attended the meeting to assist members with their discussions.

It was explained that the Welfare Reform Act would abolish Council Tax Benefit (CTB), replacing it with a local Council Tax Support (CTS) scheme with the following intended objectives:

- to reduce grant funding by 10% (approximately £2m);
- to protect pensioners so that they are unaffected by the changes;
- to protect people in vulnerable groups, defined by local authorities. Authorities have to prevent child poverty, meet disabled people's needs and prevent homelessness;
- to support initiatives encouraging people into work.

The new arrangements would remove existing complex legislation and would mean the majority of CTS awards would be based on criteria created and administered by each local authority. Local schemes needed to be finalized by 31 January 2013 and it was intended to produce a scheme for consultation in August and September. The Policy Review and Development Panel was being asked to inform the development of the

scheme after which the Strategic Overview and Scrutiny Panel would then consider final proposals for pre -scrutiny prior to recommendations by Cabinet to Council on 6 December.

Representatives from all the Essex billing authorities and Essex County Council had been working together to jointly develop a county wide framework whereby the priority had been to minimise the impact on existing and future claimants whilst developing cost neutral schemes. This effectively meant that a cost saving could only involve and impact working age people.

The report set out the proposed key criteria to address the £2m shortfall in 2013/14:

Action	Number affected	Value £'000
Maximum liability 80%	7,736 (all)	1,508
£6,000 capital/savings limit	56	43
Abolish Second Adult Rebate	63	13
Flat rate £10 non-dependent deduction	230	96
Take account of maintenance in full	288	99
Take account of Child Benefit in full	1471	382
Total working age impact		2,141

In addition other options which could reduce the overall cost of the new scheme but which had not been recommended were explained:

Action	Number affected	Value £'000
Limit maximum liability to band D	231	86
Limit dependents allowance to 3 children	84	53
Increase income taper to 30%	1,821	310
Abolish other disregards for unearned income	1,890	766
Total working age impact		1,215

Other proposed changes included:

- removing the underlying entitlement for Council Tax Support;
- removing Extended Payments when a person starts work to be replaced by a 'Back to Work' discount of £100;
- investigating the cost of changing the current range of earnings disregards by the introduction of a single £25 disregard;
- developing a Discretionary Support Fund based on the same criteria as

Discretionary Housing Payments.

Councillor Smith, Portfolio Holder for Business and Resources attended the meeting and, with the consent of the Chairman addressed the Panel. Councillor Smith referred to the discussions which had taken place about this issue at recent Essex Finance Officer meetings and commented on the current apparent lack of support for the new arrangements from the local Police and Fire Authorities. It was suggested that consideration could be given to representations being made to the Shadow Police and Crime Commission Panel seeking a greater level of support for the discretionary scheme.

Particular discussion took place in relation to:

- the consultation arrangements in response to which 400 representations had already been received, 65% of which were favourable towards the proposals;
- the need for the proposals to include a cost neutral element;
- the cost effective and administrative benefits of a flat rate 'Back to Work' discount.

RESOLVED that the following recommendations be considered in the development of the new scheme -

(i) The development of a cost neutral Local Council Tax Support Scheme be continued;

(ii) The recommended criteria to be included in the new scheme be approved together with the proposed principles to:

- remove underlying entitlement;
- abolish Extended Payments with the aim to introduce a new Back to Work discount;
- model the cost of increasing the current range of discounts to a single flat rate earnings disregard £25;
- develop a Discretionary Support Fund, based on the same criteria as Discretionary Housing Payments.

(iii) The proposed criteria set out in (ii) above be included in a Council Tax Support policy document.

7. Work Programme 2012-13

The Panel considered a report by the Head of Corporate Management giving details of the Panel's current work programme. The programme has been updated since the previous meeting of the Panel to reflect the decisions that were made and current circumstances.

Discussion took place regarding the need to give detailed consideration to the format for the planned themed meetings later in the year and the possibility of formulating a discussion paper at the planning stage for these meetings and potentially utilising a

workshop type approach at the meetings themselves.

Councillor J Young confirmed that a letter had been sent to Councillor Derrick Louis, the Essex County Cabinet Member for Highways and Transportation regarding the issue of 20 mph speed limits and a response was awaited.

RESOLVED that the contents of the report and the current situation regarding the work programme be noted.

Agenda Item 7

The following guests have been invited to attend the meeting to assist Councillors in their discussions

Eleanor Totman, Deputy Director Commercial Services, University of Essex, who has been a lead figure in developing The Edge Hotel School at Wivenhoe House Hotel and also Chairs the Colchester & District Hospitality Association. Edge Hotel School is a new concept in higher education offering degree courses, accredited by the University of Essex, within a commercial hotel environment. Unique in the UK, The Edge offers world class education and training to the future leaders of the hospitality industry based in a sustainable commercial hotel.

<http://www.edgehotelschool.ac.uk/>

Abigail Cheverst, Manager, Slackspace, which is a non profit volunteer run initiative that successfully transforms empty shops and buildings into community art spaces, where local artists can present new and exciting work to the general public as well as create a cultural buzz in the town centre. Slackspace's aim is to provide free accessible exhibitions, workshops and events for the general public and also to interrupt and enhance retail footfall in the town centre with art, music and performance.

<http://www.slackspace.org.uk/>

Marc De'ath, Creative Director & Founder, The Creative Coop, which works with a variety of organisations and individuals nationally, to collectively create and engage online and offline communities to work toward a better planet through creativity, sustainability and regeneration in a social and environmental context.

Digby Chacksfield, Learning Manager, Eastern Enterprise Hub, Ipswich. The Eastern Enterprise Hub was set up by the business community to create and grow new entrepreneurs. The Hub supports amazing individuals who will drive business growth and employment across the east of England through the creation of new enterprises and social enterprises. It equips its students with business knowledge, confidence and connections they will need to create a successful enterprise. It also provides business incubation, hot-desking and wider enterprise support across the East of England.

<http://www.eehub.co.uk/>

Dr Janice Pittis, Director, Research and Enterprise Office and Steve Clarke, Knowledge Gateway Consultant, Knowledge Gateway, University of Essex. Set in 43 acres of mature parkland adjoining the greater University of Essex campus in Colchester, the Knowledge Gateway is set to become one of the prime locations for research and business in Essex, particularly for software development, telecommunications and technology, market research, marketing, legal services, health and social care, assisted living, social enterprise, governmental and non-governmental organisations.

http://www.essex.ac.uk/knowledge_gateway/



Policy Review and Development Panel

Item
7

10 September 2012

Report of	Head of Strategic Policy & Regeneration	Author	Nigel Myers ☎ 282878
Title	Economic Development Strategy 2010 - 2015		
Wards affected	All Wards		

This report concerns the Economic Development Strategy 2010 to 2015

1. Action Required

- 1.1 To review the Council's Economic Development Strategy 2010 to 2015 in **Appendix A** and the corresponding Delivery Plan in **Appendix B**. This review will help inform and shape the Council's future delivery of the Economic Development Strategy to 2015.

2. Reasons for Action

- 2.1 The Council adopted the Economic Development Strategy in 2010 in recognition of the need and responsibility to provide an overarching vision and framework of action for economic development in the Borough.

3. Alternative Options

- 3.1 The alternative would be not to produce a Strategy. This would represent a missed opportunity to fully capitalise on economic development in the Borough. Also this omission may not meet the Council's responsibilities to promote and improve economic well being under the Local Government Act 2000.

4. The Strategic context

- 4.1 The primary role of the Economic Development Strategy is to set out a framework to steer the activities of the Council and partner organisations to achieve a sustainable and strong local economy, foster the conditions for economic resilience and growth and to capture the economic benefits for residents and businesses in the Borough.
- 4.2 The Council's Strategic Plan 2012 to 2015 identifies a number of priority areas which are strongly aligned to the Economic Development Strategy. Both strategies emphasize the critical importance of improving opportunities for local businesses to thrive, giving local people the opportunities to improve their skills, supporting priority sectors such as tourism, bringing investment to the borough and creating employment from regeneration.
- 4.3 The lifetime of the strategy has been extended from three to five years. The purpose of this is to enable a greater degree of medium to longer term strategic planning.

5. The Colchester Economy

- 5.1 Colchester is a diverse and growing Borough with a resilient and buoyant economy. Colchester is recognised as a successful place with the drive and the tenacity to deliver an ambitious growth programme. The next three years to 2015 represent an opportunity to consolidate on success and firmly position Colchester as a regional centre spearheading sustainable economic growth within the Borough and its wider catchment area.
- 5.2 The Colchester economy worth in the order of £17 billion. The key employment sectors are manufacturing, construction, retail, IT and business services, tourism and public administration, health and education. Emerging employment sectors are environmental industries, financial services and creative industries. One in six businesses in the Borough are creative industries in activities ranging from architecture, software, publishing through to artistic creation and media. Colchester has over 20,000 businesses the majority of which are micro businesses with <10 employees and small to medium enterprise size enterprises with <200 employees. Colchester Town Centre is in the top 50 (43rd) in the UK based on an annual retail expenditure of £540m alongside other cities such as Cheltenham and Bath and retail centres such as Brent Cross.
- 5.3 In Colchester 97,800 people are economically active, this represents 82.5% of the working age population a higher figure than the East of England and the UK. Since April 2007 Colchester has had a lower rate of Job Seeker Allowance claimants (2.9%) than the East of England and the UK. In Colchester 6,100 people are unemployed, this represents 6.1% of the economically active cohort aged 16 to 64. This figure is lower than the East of England (6.7%) and the UK (7.7%).
- 5.4 Whilst recognising the inherent strengths and resilience of the local economy outlined in 5.1 the borough also faces some significant economic challenges in the period to 2015. These challenges include the level of unemployment identified in 5.3, the effects of reduction in public sector spending given the relatively high level (31%) of public sector jobs in the borough, the relatively high level of young people aged 16 - 19 who are not in education, employment or training (5.1% of the cohort – 289 young people) and the need to further increase the rate of new business start ups.

6. Understanding the Local Economy

- 6.1 A strong evidence base is vital to understanding what drives the local economy and in informing the strategies and interventions necessary to build and sustain a strong and resilient local economy.
- 6.2 Colchester currently collects and analyses data and understands the strengths and weaknesses of the local economy. It compares its performance with its neighbours and other parts of the region and nation. Business information including surveys, sectoral performance, land and building studies and company reports is factored into the overall analysis of economic performance.
- 6.3 A comparative analysis of key economic indicators undertaken by 'Centre for Cities' in July 2010 concluded that if Colchester was included in England's list of 56 cities it would rank as one of the country's most buoyant economies alongside Cambridge, Reading, Oxford and Brighton.

- 6.4 The Colchester Quarterly Economic Report publishes and disseminates the key data and commentary on the economic performance of the borough. The report aims to give a better understanding of the Borough's economic makeup in comparison to national and local trends. It also seeks to inform policy-making through providing an objective understanding of Colchester's communities of interest and geography. The latest report can be accessed using the following link:

<http://www.colchester.gov.uk/CHttpHandler.ashx?id=7235&p=0>

7. Business engagement, partnership and leadership

- 7.1 Engaging with the local business community is recognised as being fundamentally important for the development of local government services. The process of consulting with business owners and business representatives benefits both the Council and its constituents. Engagement has been shown to increase trust in the Council. It also ensures that Colchester specific needs are understood and more likely to be addressed and that a wider range of views are heard. It has also led to businesses taking ownership of local initiatives such as the Colchester Christmas Group.
- 7.2 The level and quality of business engagement improved significantly in Colchester during the lifetime of the strategy. There are now structures in place to regularly consult and collaborate with all the key business organisations in the borough on local business initiatives. The formation of the Colchester Business Group in 2009 representing all the key business partners with its vision to "provide a collective voice and direction on the key economic challenges and opportunities in Colchester" is further evidence of the positive engagement now in place.
- 7.3 In addition to working with the local business community Colchester will continue to work in partnership with public and third sector partners at the appropriate geographic level to plan, co-ordinate and deliver economic development. Existing partnership working arrangements with entities such as the Invest Essex, East of England Energy Group and Visit Essex are being developed for the benefit of Colchester.

8. Economic Development Strategy Delivery Plan

- 8.1 The following economic drivers are used to inform the key interventions undertaken by Colchester Borough Council and its partners to fulfil the role and purpose of the strategy outlined in 4.1.
- Improving Business Performance
 - Supporting Priority Sectors
 - Raising Skills and Reducing Worklessness
 - Maximising Connectivity
 - Enhancing Quality of Life
 - Stimulating Investment
- 8.2 The Delivery Plan contains in addition to the 6 economic drivers above 26 priorities and 57 target outcomes to be achieved by 2015. This Delivery Plan sets ambitious and challenging outcome targets across all the priority areas. The overall Red, Amber, Green (RAG) performance for the Delivery Plan to September 2012 is shown in Appendix B. The summary of RAG performance to date is shown overleaf:

Traffic Lights	Number of target outcomes	Percentage (%)
Green Has achieved or can reasonably expect to achieve the target outcome by March 2015	54	94.7
Amber Progress made but either unlikely or uncertain to achieve the target outcome by March 2015	3	5.3
Red Some or no progress made Will not achieve the target outcome by March 2015	0	0

8.3 The following highlights are indicative of what the current Economic Development Strategy has achieved for the borough:

- Directly assisted over 800 businesses to access a range of advice, support and funding
- Established 'Colchester Works' bringing together over 40 organisations such as Job Centre Plus and Essex County Council to address employability and skills issues in the borough – successes include securing funding for 'Finding Futures' an initiative which has help reduce the numbers of young people not in education, employment or training
- Increased the number of inward investment enquiries creating 50 jobs with 480 further jobs in the pipeline
- Digital Strategy which will commence deployment of wireless broadband in September 2012 – the Strategy has been instrumental in bringing forward £8m of investment in fibre infrastructure by 2.5 years
- Worked with the Colchester Christmas Group to deliver improved Christmas lights and promotional activities to drive footfall and expenditure
- Colchester Business Directory has helped local companies to secure contracts with a value of over £3.5m
- The award winning Visitor Information Centre and website 'Visit Colchester' helping to increase annual tourism expenditure to £224m and visitor numbers to 4.7m

9. Strategic Plan References

9.1 The Council's Strategic Plan 2012 to 2015 identifies a number of priority areas which are strongly aligned to the Economic Development Strategy. Both strategies emphasize the critical importance of improving opportunities for local businesses to thrive, giving local people the opportunities to improve their skills, supporting priority sectors such as tourism, bringing investment to the borough and creating employment from regeneration.

10. Consultation

10.1 Key partners from the business community and the third sector were consulted for their views in the preparation of the strategy documents.

11. Publicity Considerations

11.1 As with the current strategy a communication plan is in place to maximise the positive publicity for the delivery of projects related to this strategy.

12. Financial Implications

12.1 There are no financial implications for the Council over and above the approved budgets which include external funding streams.

13. Equality, Diversity and Human Rights implications

13.1 All businesses, partner organisations, grant recipients and other customers are treated equally and fairly. An Equality Impact Assessment for the current strategy has been completed and is available on the Hub by following this link:
<http://www.colchester.gov.uk/CHttpHandler.ashx?id=3734&p=0>

13.2 There are no specific human rights implications.

14. Community Safety Implications

11.1 There are no specific community safety implications.

15. Health and Safety Implications

12.1 There are no specific Health and Safety implications.

16. Risk Management Implications

13.1 There are no specific Risk Management implications.

Background Papers

Appendix A: Colchester Economic Development Strategy 2010 to 2015

Appendix B: Colchester Economic Development Strategy Delivery Plan 2010 to 2015



Colchester Economic Development Strategy 2010 to 2015

Contents

Where is Colchester today?

1. Overview
2. Vision for Colchester
3. The strategic context
4. Role of the Economic Strategy
5. Structure of the Economic Strategy

Where does Colchester want to be?

6. What makes a place successful in economic terms and how does Colchester compare?
7. Identifying the major economic trends likely to impact upon Colchester 2010 to 2015
8. Building a resilient economy
9. Understanding the local economy
10. Business engagement, partnership and leadership
11. Key drivers of the local economy
12. Measurement, Monitoring and Evaluation

How does Colchester get there?

Economic Development Strategy Delivery Plan 2010 to 2015

Where is Colchester today?

1. Overview

- 1.1 Colchester is a diverse and growing Borough with a resilient economy and a buoyant town centre. Colchester is recognised as a successful place with the drive and the tenacity to deliver an ambitious growth programme. The next five years to 2015 represent an unparalleled opportunity to consolidate on success and firmly position Colchester as a regional centre spearheading sustainable economic growth within the Borough and its wider catchment area.
- 1.2 Colchester is the largest district in Essex County accounting for 13% of the Essex population. The population of Colchester is expected to grow by 23.9% to 215,900 by 2021. This is an increase of 41,600 people over a 15 year period. This is the largest population growth in Essex County by 8.3%.
- 1.3 The Borough of Colchester lies in a key gateway location between the UK and Europe, with access to Europe via the nearby Ports of Harwich and Felixstowe to the east and Stansted Airport to the west. Colchester is centrally located within this area, the Haven Gateway sub-region and is identified as a “key centre for development and change” within the Borough’s Local Development Framework. Colchester shares its vision with the Haven Gateway Partnership to have “a high quality environment for its residents, workers and visitors by capitalising on its location as a key gateway, realising its potential for significant sustainable growth, addressing its needs for economic regeneration, creating an additional focus for growth of hi-tech, knowledge based employment”.
- 1.4 Colchester continues to play a leading role in Regional Cities East – a strategic network of six key expanding towns and cities. This partnership which also includes Ipswich, Peterborough, Luton, Southend and Norwich – is working together to overcome shared challenges in improving infrastructure, place marketing, enterprise activity, skill and employment levels.
- 1.5 Colchester has a proud manufacturing heritage. In common with many other UK towns employment has moved increasingly towards to the service sector. Colchester has a solid bedrock of public sector employers such as the Garrison and the University of Essex together with an impressive array of SMEs (Small and Medium Sized Enterprises). Creating and retaining more businesses will be crucial to the economic health of the Borough particularly during a period of anticipated contraction in the public sector.
- 1.6 Whilst economic growth has benefited the majority of residents and unemployment remains below the UK average there are still significant pockets of deprivation in both the urban and rural areas. This Strategy in conjunction with other Council and partner plans intends to address and alleviate this variation in prosperity.

2. Vision for Colchester

2.1 The Council's vision for Colchester is:

‘Colchester – a place where people want to live, work and visit’

2.2 The Council has three corporate objectives:

- to listen and respond
- to shift resources to meet priorities
- to be cleaner and greener

- 2.3 Of the council's nine priorities for action the most pertinent to this strategy is enabling job creation.
- 2.4 The Local Strategic Partnership 2020 has identified five priority areas of which the following two are strongly linked to this Strategy:
- promoting business, creating employment opportunities, and improving education and skills attainment
 - making Colchester an outstanding visitor destination and celebrating its heritage, culture and leisure activities

3. The Strategic Context

- 3.1 The Economic Strategy forms a key part of the integrated strategic approach spearheaded by the Strategic Policy and Regeneration Service. This brings together the key strategies and delivery plans for economic development with those for housing, transport, the renaissance programme and spatial planning. Providing jobs for Colchester's growing community is a central objective of the Core Strategy that sets out the overall direction for the Local Development Framework that will guide spatial planning and steer future development and investment in Colchester up to 2021. The adopted target of 14,200 jobs based on the floor target in The East of England Plan falls principally within the remit of this Strategy; currently the Council is on track to achieve this target.
- 3.2 At a much wider level the Strategy exists in a policy context which flows down from the European Union and National Government policies on employment, business support, innovation, skills and learning and investment, through to County, sub-regional and local Borough levels. The challenge for Colchester is to ensure that the Borough receives sufficient funding and resources at the right time to meet its own needs and aspirations.
- 3.3 It is recognised that the recent publication of the White Paper 'Local growth: realising every place's potential' and the forthcoming Localism Bill is likely to significantly impact on future local economic conditions. This strategy and its delivery will adapt and flex to the new conditions ensuring Colchester benefits from new opportunities and initiatives arising from this and other new legislation

4. Role of the Economic Strategy

- 4.1 The overarching purpose of this document is to articulate a strategy for enhancing sustainable economic growth and for building a resilient economy. The strategy is based on a robust evidence base which will be used to inform economic interventions, including spatial prioritisation of investments.
- 4.2 The Economic Strategy seeks to set out a shared vision and framework to steer the interventions of the Council and partner organisations which will deliver the optimum economic benefits for the Borough to 2015. The Council recognises that that this delivery will happen only with effective engagement, partnership and leadership from the public, private and third sectors in the Borough.
- 4.3 We set out the action that needs to be taken to contribute to achieving a sustainable strong economy beyond 2010, fostering the conditions for growth and capturing the benefits for local people and businesses. However Colchester Borough Council cannot achieve this through its

own efforts alone. The Strategy provides a shared vision and framework for partnership working with key organisations which have an important role in helping to shape and grow the Colchester economy.

4.4 The Colchester Economic Strategy 2010 – 2015 will be used for the following purposes:

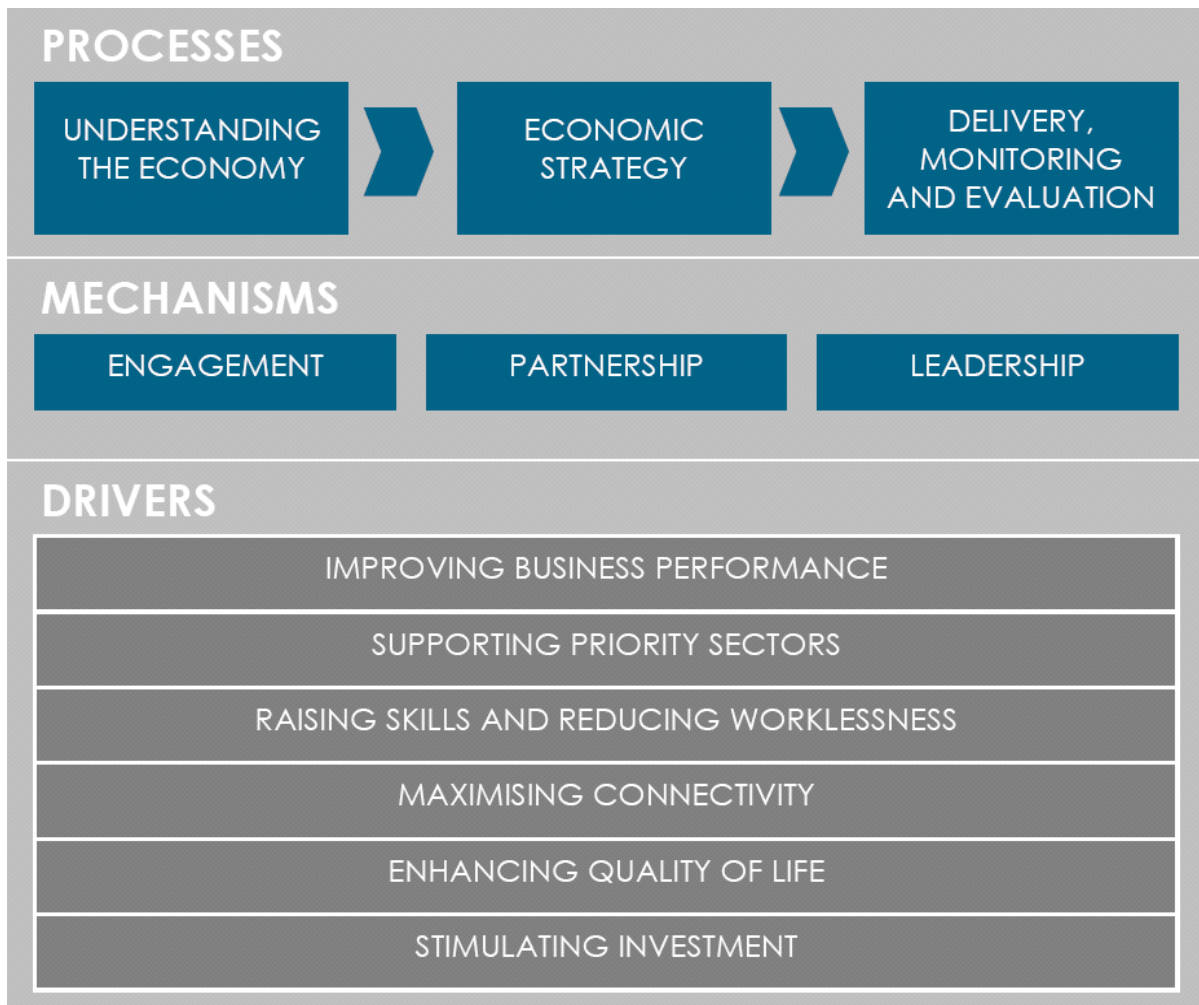
- To provide an overarching vision and framework for economic interventions in Colchester
- To provide a framework for engagement, partnership and leadership co-ordination by the Council and its partner organisations
- To assist in determining priorities for the allocation and deployment of resources of the Council and other organisations
- To inform prioritisation of interventions and investment
- To assist the development of partnerships across the public, private and third sectors
- To avoid duplication and achieve the best use of available resources
- To set targets and provide a framework for monitoring and evaluation
- To plan the economic development work of the Council
- To meet the Council's responsibilities for promoting economic development under the Local Government Act 2000

4.5 The role of CBC in economic development is to correct for “market failure”, intervening to improve economic well-being where the market is not being efficient in delivering as it should and where we can deliver real benefits for the local economy.

Some of the many ways in which the Council achieves economic improvement for the Borough include:

- Using our understanding of the local economy to identify market failures and providing the drive, ambition and impartial leadership to address them through effective engagement
- Leading on and co-ordinating the activities of key sectors – private, public and voluntary/community – to create opportunities for business formation, growth, employment, training and inward investment
- Developing funding initiatives to target the “gaps” which are holding back the Borough from realising its economic growth, jobs target and well-being potential.
- Providing information and advice to our economic partners to enable them to enhance their own activities and facilitating their access to sources of funding and economic development opportunity.
- Supporting the spatial planning process, appropriate major developments and the physical regeneration of parts of the Borough to achieve sustainable economic growth and development in both our urban and rural areas and their communities
- Providing overall service delivery, managing specific projects and undertaking commissioning of additional advice and information to enable the Council to deliver against the “economic well-being agenda”

5. Structure of the Economic Strategy



- 5.1 The proposed structure for the Colchester Economic Strategy is adapted from the model created by Local Government Improvement and Development. The model was based on a UK benchmarking study of the highest performing local economies and is widely used by economic development practitioners.
- 5.2 The structure as proposed distinguishes between processes, mechanisms and drivers or interventions for sustainable economic growth. The structure provides a diagnostic tool to enable the Council to analyse, review and improve economic performance throughout the lifetime of the strategy.
- 5.3 The structure will underpin the delivery plan in section 12. A more detailed explanation of how the processes, mechanisms and drivers will be used will be covered in sections 9,10 and 11.

Where does Colchester want to be?

6. What makes a place successful in economic terms and how does Colchester compare?

6.1 There is a substantial base of economic and social research into what makes a place successful in economic terms. A widely used definition of success is of a place which is able to:

“continually upgrade their business environment, skill base, and physical, social and cultural infrastructures, so as to attract and retain high-growth, innovative and profitable firms, and an educated, creative and entrepreneurial workforce, thereby enabling them to achieve a high rate of productivity, high employment rate, high wages, high GDP and low levels of income inequality and social exclusion”

6.2 An extensive review of the literature recently undertaken by the Institute of Economic Development identified seven critical success factors which against which a place can measure its ability to retain and grow its indigenous base and attract new investors.

- Skilled Workforce
- Connectivity
- Innovations in Firms and Organisations
- Economic Diversity of the Industrial Base
- Strategic Capacity to Mobilise and Implement Long Term Development Strategies
- Quality of Life
- Availability and Cost of Business Premises

The seven critical factors outlined above will feed into the delivery plan for the Colchester Economic Strategy.

6.3 An insight into the performance of Colchester is provided by a Place Profile on the Borough undertaken by ‘local futures’ an independent research company. The Place Profile scores the performance against a range of selected benchmark indicators of economic, social and environmental well-being. The Place Profile provides for the first time an economic ‘scorecard’ of how Colchester stands nationally, within its region and sub-region. The scores represent the quintile where the district falls on each of the measures (‘A’ representing the strongest performance, ranging to ‘E’ representing the weakest).

6.4 Colchester scores highly (A) for its Gross Value Added (GVA) measure a key component for measuring economic productivity. Colchester also scores highly (A) for the skills and qualifications of its residents. Colchester has seen a relatively strong level of economic growth by national standards between 2006 and 2008 placing it in the top 40% of districts nationally. Between 2006 and 2008 employment in knowledge-driven sectors in Colchester increased by 6.6% against the national figure of 1.7%. This growth in Colchester’s knowledge economy which includes telecommunications, computing, R&D, finance, business services and cultural services is a positive indicator of economic health.

6.5 Colchester is in the middle 20% (C) in terms of the resident working age population who are in employment at 75.4%. Whilst the proportion of the working age population claiming Job Seekers Allowance is low (2.9%) the proportion of the working age population who are in long-term unemployment is high with 13.5% of unemployed people claiming Job Seekers Allowance (JSA) for more than 12 months.

6.6 Between 1998 and 2008 the total business stock in Colchester increased by 27.1%, the figure for Essex was 22.9%. The survival rates for new businesses in Colchester still trading after two years is also very high at 83.6%. However, the new business formation rate measured in 2008

is low with Colchester in the bottom 40% nationally. This is a concern which will be addressed in this strategy.

6.7 In terms of the Colchester profile other places in the UK with the most similar profiles include Chelmsford, Bedford, Maidstone, Worcester and Poole.

7. Identifying the major economic trends likely to impact upon Colchester 2010 to 2015

7.1 The following table is intended to identify the major economic trends likely to impact upon the Borough in the period to 2015 together with the potential implications.

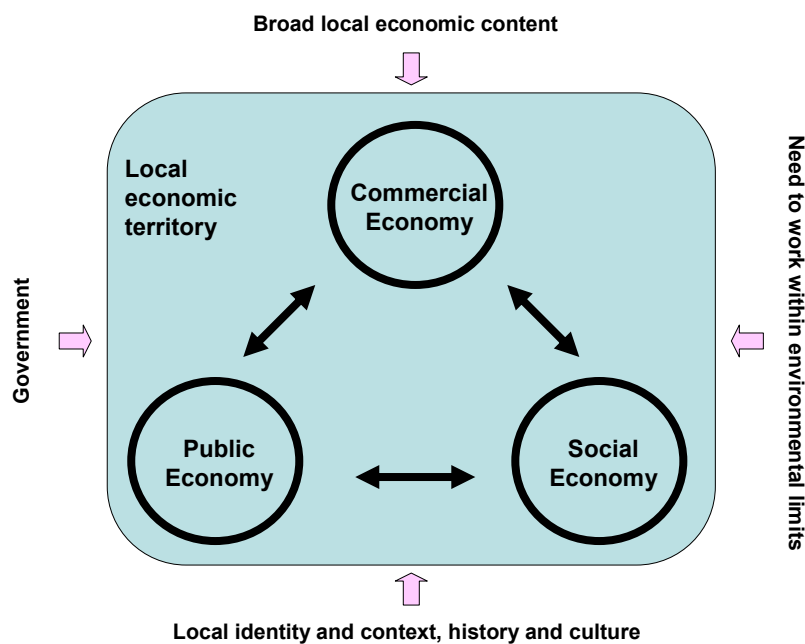
7.2

Economic trend	Potential Implications
Continuing globalisation of economic markets	Greater downward price pressure on goods and services produced in the Borough Opportunity for local businesses to address global market opportunities, capitalising on Borough's location and connectivity
Growth in local population	Expansion of the economically active population and the potential to increase local employment opportunities
Reduction in public spending	Reduced workforce employed in the public sector and the effect on local supply chains Increased pressure on creating employment in the private and third sectors
Increasing congestion	Increased cost to business, environmental damage, reduced quality of life Joint initiatives at strategic level (A12 link) and local initiatives (greater take-up of travel plans)
Retaining a viable industrial sector	Maintaining competitiveness, accessing market opportunities, upskilling existing workforce, attracting new workforce including apprenticeships
Increased unemployment	Diminished life chance for residents Increase opportunities for upskilling and entry level access to employment
Relocation of central government functions	Potential opportunity for Borough for London relocation given proximity and connectivity
Increasing knowledge economy	Creation and retention of knowledge employment in the Borough particularly as a spin off from the excellent FE/HE offer
Rebalancing the economy	Sector decline and sector growth Shift emphasis and interventions to growing and emerging sectors such as creative industries Investment switches from 'struggling' to 'buoyant' places
Increasing importance of the digital infrastructure	Increasing move and reliance on the digital infrastructure Opportunities for establishing next generation connectivity ahead of the competition
Greater economic dynamism of London and the South East	Effects of post recession recovery will be more impactful in London and South East Position Colchester to take advantage of related opportunities for inward investment and generation of employment opportunities
Implementation of the localism agenda	Clear prioritisation of local delivery and investment

8. Building a resilient economy

- 8.1 The challenges posed by recession, global economic shifts, climate change, social inequality and demographic changes are prompting a rethink of economic development. A conceptual framework that is gaining considerable traction is 'economic resilience'.
- 8.2 The essence of the economic resilience approach is based upon a better understanding of how different parts of the economy – broadly categorised into social, public and commercial – interact with each and are mutually-dependent in achieving positive outcomes.
- 8.3

Colchester Economic Resilience Model



- 8.4 The commercial economy relates to wealth creation of 'private sector' activity. The public economy is defined as goods and services delivered through public taxation systems. This includes transport infrastructure and also economic support policies, interventions and local taxes. The social economy relates to economic activity that is driven by social and environmental purposes and is generally carried out by the Community and Voluntary Sector (including community enterprises, credit unions, trading arms of charities, employee-owned businesses, development trusts and housing associations). This economy is often overlooked in economic assessments but makes a significant contribution to the local economy, employing local people, delivering local services and contributing to local supply chains.
- 8.5 In addition to the interplay of the three economies there are four significant influences acting on the local economy. Government which includes the coordination of national policy and to ensure there are relationships with the local authority. The emerging localism agenda will form an increasing part of this role to make sure good services are delivered and have positive impacts on local economies and local people.
- 8.6 The broad economic context such as those outlined in 7.2 recognises the national and global economic forces at work and their particular impact on the local economy in Colchester.
- 8.7 Local identity, context, history and culture (Place) shape the baseline that the local economy starts from and their future direction. Local conditions in terms of the labour market, economic

strength, sectoral mix as well as the urban and natural environment are highly influential on determining outcomes.

- 8.8 Economic performance is closely linked to local conditions such as transport infrastructure, greenfield and brownfield land availability, appeal to tourists and coastal erosion. Adapting to the challenges of climate change will need to address potentially difficult trade off between development and the environment as the shift towards a low carbon economy gains pace.
- 8.9 Applying the economic resilience model will require an increased understanding of the three economies, the interplay of external forces on the local economy and further fostering the partnerships and relationships to achieve mutually beneficial outcomes. Economic resilience helps the local economy not just to ride the punches of economic uncertainty but to derive the maximum benefit from growth opportunities that will come to Colchester.
9. Understanding the local economy
- 9.1 A strong evidence base is vital to understanding that the drivers of local economic change enable strategies and interventions to be implemented at the local, sub-regional and county levels.
- 9.2 Colchester currently collects and analyses data and understands the strengths and weaknesses of the local economy. It compares its performance with its neighbours and other parts of the region and nation. Business information including surveys, sectoral performance, land and building studies and company reports is factored into the overall analysis of economic performance.
- 9.3 The passing of the Local Democracy, Economic Development and Construction Act 2009, placed a statutory duty from April 1st on all upper tier local authorities in England to undertake a Local Economic Assessment (LEA). Essex County Council (ECC) has a duty to produce the LEA and seek the participation of district councils within Essex; the latter have a corresponding duty to co-operate with ECC in its development.
- 9.4 The purpose of the local economic assessment is to “equip local authorities and partners with a common understanding of local economic conditions”. It is envisaged that this shared understanding will “lead to improved economic interventions, including spatial prioritisation of investment”. Colchester completed its local economic assessment in June 2010. This document which forms part of a much wider Essex evidence base can be viewed on the following link: <http://www.essex.gov.uk/Pages/About-Essex.aspx>
- 9.5 The Colchester Quarterly Economic Report publishes and disseminates the key data and commentary on the economic performance of the Borough. The report aims to give a better understanding of the Borough’s economic makeup in comparison to national and local trends. It also seeks to inform policy-making through providing an objective understanding of Colchester’s communities of interest and geography. This report can be accessed using the following link: http://www.colchester.gov.uk/Consultation_Statistical_Report_det.asp?art_id=11141&sec_id=1144&tem_id=251&status
- 9.6 The Strategy is closely aligned with the Colchester Borough Investment Plan 2010 to 2015 and the priority theme for delivery ‘Job Creation and Skills’. In addition to joined up project delivery both share a common comprehensive evidence base which can be viewed on the following link: http://www.colchester.gov.uk/Consultation_Statistical_Report_det.asp?art_id=12350&sec_id=1144&tem_id=251&status

- 9.7 It is recognised that the recent publication of the White Paper ‘Local growth: realising every place’s potential’ and the forthcoming Localism Bill is likely to significantly impact on future local economic conditions. This strategy and its delivery will adapt and flex to the new conditions ensuring Colchester benefits from new opportunities and initiatives arising from this and other new legislation.
10. Business engagement, partnership and leadership
- 10.1 Engaging with the local business community is clearly recognised as being fundamentally important for the development of local government services. It is being driven by the Government’s objectives of localism, choice and community empowerment, as set out in the Local Government White Paper ‘Strong and Prosperous Communities’.
- 10.2 The process of consulting with business owners and business representatives benefits both the Council and its constituents. Engagement has been shown to increase trust in the Council. It also ensures that Colchester specific needs are understood and more likely to be addressed and that a wider range of views are heard. It has also led to businesses taking ownership of local initiatives such as the Colchester Christmas Group.
- 10.3 The level and quality of business engagement improved significantly in Colchester during the lifetime of the previous Strategy. There are now structures in place to regularly consult and collaborate with all the key business organisations in the Borough on local business initiatives. The formation of the Colchester Business Group in 2009 representing all the key business partners with its vision to “provide a collective voice and direction on the key economic challenges and opportunities in Colchester” is further evidence of the positive engagement now in place.
- 10.4 This process of positive engagement will continue to build over the lifetime of this strategy with an increasing emphasis on shared ownership and delivery of initiatives that deliver demonstrable economic benefits.
- 10.5 In addition to working with the business community Colchester will continue to work in partnership with public and third sector partners at the appropriate geographic level to plan, co-ordinate and deliver economic development. Existing arrangements with business support agencies and entities such as the Colchester Business Enterprise Agency, VisitEssex and East England Tourism will be developed further. New partnerships will be formed as necessary during the lifetime of this strategy.

11. Key Drivers of the Local Economy

- 11.1 The following economic drivers will help inform the key interventions undertaken by Colchester Borough Council and its partners to fulfil the role and purpose of the Strategy as outlined above in 4.3 and 6.1 respectively:
- Improving Business Performance
 - Supporting Priority Sectors
 - Raising Skills and Reducing Worklessness
 - Maximising Connectivity
 - Enhancing Quality of Life
 - Stimulating Investment

The drivers shown above are broken down further into a number of sub-headings shown below. These form the basis for a detailed Delivery Plan for the Strategy over the period 2010 to 2015 and include a breakdown of the actions, accountabilities, resources and targets.

In turn, the Delivery Plan will be regularly reviewed as a working document by the responsible Portfolio Holder and at appropriate intervals by Panel as well as by internal review processes such as Leadership of Place.

11.2 Improving Business Performance will include the following activities:

- Increasing business formation and survival
- Encouraging innovation, improving productivity
- Increasing environmental sustainability
- Develop new markets (sub regional and regional level) – e.g. renewable energy
- Support for and retention of key firms
- Securing funding/investment for business performance

11.3 Supporting Priority Sectors will include the following: the priority sectors for Colchester include creative and environmental industries. Priority sectors are those which have the propensity in Colchester to create high growth companies and relatively high job creation – nationally high growth companies form 6% of the business base but create 54% of all new jobs in the private sector.

- Developing growth sectors such as creative industries, tourism and alternative energies
- Promoting social enterprises
- Developing networks, inter-firm trading and supply chains
- Promoting procurement opportunities

11.4 Raising Skills and Reducing & Addressing Worklessness will include the following:

- Addressing barriers to work
- Improving basic skills and employability
- Encouraging local recruitment and development opportunities
- Retaining graduates and highly skilled workers
- Improving the links and outcomes between business and education

11.5 Maximising Connectivity will include the following:

- Improving the Information and Communications Technology infrastructure
- Improving regional and international connectivity (Developing opportunities such as those provided through Regional Cities East, inward investment agencies and European programmes)

11.6 Enhancing Quality of Life will include the following:

- Strengthen the competitiveness of the town centre
- Develop and promote visitor attractions
- Initiatives to support rural businesses to sustain and develop the Borough's rural communities

11.7 Stimulating Investment will include the following:

- Marketing of Colchester as a business and visitor destination
- Developing and promoting sites and premises
- Trade development and access to markets
- Cross sector investment planning
- Closer working with inward investment agencies such as Invest Essex

12. Measurement, Monitoring and Evaluation

- 12.1 In addition to the formal Council review processes such as the Committees it is important to also have in place the mechanisms for Colchester Borough Council and its partners to continually monitor and evaluate delivery and deployment of resources at programme and individual project levels. The Local Government Improvement and Development body has developed a proven toolkit for the monitoring and evaluation of programmes and projects which will be used to measure and report on the overall effectiveness of the Colchester Economic Development Strategy Delivery Plan 2010 to 2015. This process will need to be sufficiently robust and challenging to adapt to the changing economic and legislative landscape during the lifetime of this Strategy.

Economic Development Strategy Delivery Plan 2010 to 2015

IMPROVING BUSINESS PERFORMANCE

Priority & Accountability	Actions	Partners/Resources	Target Outcomes to 2015	RAG status at September 2012
Increase business formation and survival to sustain and develop local employment (NM)	<ul style="list-style-type: none"> • Increase the rate of business start ups • Support business growth • Help foster a climate of entrepreneurship • Increase the supply of flexible and affordable work space for small and start up businesses 	<ul style="list-style-type: none"> • Colchester Business Enterprise Agency (COLBEA) • Enterprise Team • Business Link • Colchester Business Group • Economic Development Grants 	<ul style="list-style-type: none"> • Increase the business formation rate (measured by the % of new VAT registrations) from 9.3% to 10.5% • Improve the access, delivery and take up of business support services to 1,000 + local businesses/annum (currently 774/annum) • Develop a coordinated programme of activities to raise the awareness and interest in entrepreneurship in target audiences • Increase total floorspace developed for employment (B1 to B8) which 	Green

			meets flexibility & affordability criteria by 5%	
Encourage innovation and improve productivity to improve the overall competitiveness of Colchester and the surrounding area (NM)	<ul style="list-style-type: none"> Promote and enable local businesses to access specific business support, sector skills and funding 	<ul style="list-style-type: none"> COLBEA Enterprise Team Business Link Manufacturing Advisory Service (MAS) 	<ul style="list-style-type: none"> Measure post intervention outcomes to assess effectiveness for local businesses Produce case studies highlighting 'best practice' in innovation, cost/resource reduction and raising productivity 	Green
Increase environmental sustainability to manage the environmental impact of Colchester's economic activity (NM)	<ul style="list-style-type: none"> Promote and enable local businesses to access funding initiatives that support environmental sustainability Work with sub-regional and regional partners to support businesses and identified growth sectors to develop into new markets 	<ul style="list-style-type: none"> Enterprise Team Business Link Carbon Trust Regional Cities East Haven Gateway Partnership Invest Essex Business Link University of Essex Enterprise Team VisitEssex East England Tourism 	<ul style="list-style-type: none"> Measure post intervention outcomes to assess effectiveness for local businesses Effective signposting to new market opportunities such as renewable energy, Wind Port, export and funding Promote supply chain opportunities to targeted local businesses in new 	Green

					and emerging markets <ul style="list-style-type: none"> Develop Colchester further into a short-break visitor destination 	Green
Support and retain key companies to preserve key skills in the economy and manage the local impact of globalisation (NM)	<ul style="list-style-type: none"> Engagement with key companies to assist in their retention and future planning 	<ul style="list-style-type: none"> Enterprise Team Appropriate CBC Officers Invest Essex Property agents Job Centre Plus 	<ul style="list-style-type: none"> Target outcomes including relocation planning, expansion planning, links to local suppliers and local recruitment schemes 	Green		
Secure funding and/or investment for initiatives to improve business performance (NM)	<ul style="list-style-type: none"> Partnership arrangements in place to support funding bids and delivery of project plans 	<ul style="list-style-type: none"> Public, Private and Third Sector Partners Enterprise Team Funding/investment streams 	<ul style="list-style-type: none"> Secure funding and/or investment streams Implement programme of coordinated initiatives deploying pooled resources and expertise 	Green	Green	

SUPPORTING PRIORITY SECTORS

Priority	Actions	Partners/Resources	Target Outcomes to 2015	RAG status at September 2012
Develop growth sectors: Creative Industries - to support the existing creative industry and retain creative talent	<ul style="list-style-type: none"> Work with partners to produce the vision and strategy for the development of creative 	<ul style="list-style-type: none"> Creative industry partners Enterprise Team Creative Hub building 	<ul style="list-style-type: none"> Increase the supply of creative industry workspace by 9,000 sq feet 	Green

<p>locally (JL)</p>	<p>industries in the Borough</p>		<ul style="list-style-type: none"> • Increase the level of creative business networking • Improve the linkages between education and existing creative businesses • Increase the annual rate of creative business start ups from 42 to 60 	<p>Green</p> <p>Green</p> <p>Green</p>
<p>Develop growth sectors: Tourism - to realise the tourism potential of Colchester and the surrounding area in terms of improved employment opportunities and visitor choice (KT)</p>	<ul style="list-style-type: none"> • Work in partnership to improve the visitor experience through developing Colchester further as a visitor destination 	<ul style="list-style-type: none"> • Regeneration team • Garbe • East England Tourism • VisitEssex • Local tourism businesses • Local business organisations 	<ul style="list-style-type: none"> • Night time economy: achieve Purple Flag status • Develop 'The Lanes' through the town centre as an enhanced visitor retail offer • Increase the capacity and choice of accommodation in and around Colchester 	<p>Green</p> <p>Green</p> <p>Green</p>

<p>Develop growth sectors: Environmental Industries - to contribute to the country's global obligation to manage the environmental impact of human activity (KT)</p>	<ul style="list-style-type: none"> • Work with this emerging sector to foster growth and realise new market opportunities 	<ul style="list-style-type: none"> • COLBEA • Business Link • Haven Gateway Wind Port Group • Carbon Trust 	<ul style="list-style-type: none"> • Increase the stock of Environmental Technology companies in Colchester from 110 to 160 • Promote and signpost renewable energy opportunities including procurement, funding and skills • Work with the sector to showcase 'best practice' through events/seminars 	<p>Green</p> <p>Green</p> <p>Green</p>
<p>Promote social enterprises to build local capacity and capability for the wider benefit of society (JW)</p>	<ul style="list-style-type: none"> • Develop and promote the social enterprise hub to enable existing and prospective businesses to access support and funding 	<ul style="list-style-type: none"> • COLBEA • Business Link • Enterprise Team • Social Enterprise East of England 	<ul style="list-style-type: none"> • Increase the number of social enterprises in Colchester from 66 to 100 	<p>Green</p>
<p>Develop networks and supply chains to retain business in the local economy (JW)</p>	<ul style="list-style-type: none"> • Support and promote existing business networks • Identify opportunities for local suppliers to strengthen their 	<ul style="list-style-type: none"> • Colchester Business Group • Enterprise Team 	<ul style="list-style-type: none"> • Evidence of increased local inter-company trading through programme of joint networking events and use 	<p>Green</p>

	local supply chain		of the Colchester Business Directory database	
Promote procurement opportunities to sustain and improve local productivity (JW)	<ul style="list-style-type: none"> Increase awareness in the local business community of local authority and wider procurement processes & opportunities 	<ul style="list-style-type: none"> Colchester Business Group Enterprise Team CBC Procurement Team 	<ul style="list-style-type: none"> Evidence of local contract awards Procurement and 'Meet the Buyer' joint events 	<p>Green</p> <p>Green</p>

RAISING SKILLS AND REDUCING & ADDRESSING WORKLESSNESS

Priority	Actions	Partners/Resources	Target Outcomes to 2015	RAG status at September 2012
Address barriers to work to release local skills, talent and creativity into the economy (JL)	<ul style="list-style-type: none"> Engagement with agencies and employers to understand issues preventing local people gaining employment Apply above to implement initiatives that best address barriers to work 	<ul style="list-style-type: none"> 'Colchester Works!' a multi-agency approach to coordinated delivery which includes CBC, Jobcentre Plus, COLBEA, Signpost and Seeaxe Enterprise Team 	<ul style="list-style-type: none"> Secure significant funding from European Social Fund and/or Work Programme Implement programme of coordinated initiatives deploying pooled resources and expertise 	<p>Amber</p> <p>Green</p>
Improve basic skills and employability to	<ul style="list-style-type: none"> Use understanding of skills and 	<ul style="list-style-type: none"> 'Colchester Works!' Enterprise Team 	<ul style="list-style-type: none"> Utilise funding streams identified 	

<p>facilitate younger people's contribution to the local economy (JL)</p>	<p>employability to target specific issues in the Borough</p>	<ul style="list-style-type: none"> • Spatial Planning and Development Control • Community Development Team • Jobcentre Plus • Skills and Funding Agency 	<p>above and s.106 to address this priority in target groups such as young people aged 18 to 24 who are not in education, training or employment (NEET)</p>	<p>Green</p>
<p>Encourage local recruitment and employment opportunities to maximise the skills and potential of the local workforce (JL)</p>	<ul style="list-style-type: none"> • Encourage existing and new employers to implement schemes to facilitate local employment and work placement 	<ul style="list-style-type: none"> • 'Colchester Works!' • Enterprise Team • CBC • Spatial Planning and Development Control • Jobcentre Plus 	<ul style="list-style-type: none"> • Build on the successful model deployed with Sainsbury's and Waitrose to employ local people and where appropriate gain the requisite training and skills required • Secure additional funding streams to support local employment initiatives 	<p>Green</p> <p>Green</p>
<p>Retain graduates and highly trained workers to enhance Colchester's economic competitiveness (JL)</p>	<ul style="list-style-type: none"> • Work with the University of Essex and Colchester Institute to promote student/graduate internships with local employers 	<ul style="list-style-type: none"> • University of Essex • Colchester Institute • Colchester Business Group • Enterprise Team 	<ul style="list-style-type: none"> • Increase graduate retention by 7 % points to 20%. 	<p>Green</p>
<p>Improve the links and outcomes between business and education to improve mutual understanding</p>	<ul style="list-style-type: none"> • Promote links to Apprenticeships and Diploma lines of learning to employers 	<ul style="list-style-type: none"> • Enterprise Team • Colchester Business Group • Colchester 2020 	<ul style="list-style-type: none"> • Reduction in NEET group • Increase take up rates for apprenticeships 	<p>Green</p> <p>Green</p>

and future employment 'fit' (JL)	<ul style="list-style-type: none"> Assist in identifying suitable employers for vocational learning for 14-19 age group 	<ul style="list-style-type: none"> Essex County Council BCT Consortium Colchester Area Planning Group 	
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MAXIMISING CONNECTIVITY

Priority	Actions	Partners/Resources	Target Outcomes to 2015	RAG status at September 2012
Improve the Digital Infrastructure to transform Colchester's competitive position for new business enterprise, reduce the cost base for existing local businesses and enhance the quality of life for people who live and study here (JL)	<ul style="list-style-type: none"> Deliver Next Generation Access for Colchester Town Centre Engage with private sector to promote investment in NGA across the Borough Develop planning guidance to enable major new developments to have fibre ducting installed 	<ul style="list-style-type: none"> Enterprise Team Private sector wireless and fixed Internet Service Providers and infrastructure companies Spatial Planning and Development Control 	<ul style="list-style-type: none"> Achieve 30-40Mbps open access network within the Town Centre to benefit residents, businesses and visitors by 2011 Achieve 30-40Mbps network across Borough by 2013 	Amber

ENHANCING QUALITY OF LIFE

Priority	Actions	Partners/Resources	Target Outcomes to 2015	RAG status at September 2012
Strengthen the competitiveness of the town centre to improve the image and reputation of Colchester	<ul style="list-style-type: none"> Work with the Colchester retail sector on initiatives to increase footfall 	<ul style="list-style-type: none"> Colchester Retail & Business Association Colchester Retailers Forum 	<ul style="list-style-type: none"> Increase the annual level of retail expenditure from £540m to 	Green

<p>as a place to do business (KT)</p>	<ul style="list-style-type: none"> and retail expenditure Support initiatives to minimise the number and impact of empty shop units Undertake research into the supply and quality of Town Centre office space to help meet occupier requirements/channel demands 	<ul style="list-style-type: none"> Slack Space Enterprise Team Estates Team Spatial Planning Property agents 	<ul style="list-style-type: none"> £600m Reduce the number of empty units to 5% below the UK average Maintain and improve ranking in the CACI UK top 50 retail centres Improved allocation of new office development and support for appropriate change of use Obtain the 'Purple Flag' accreditation for the night time economy 	<p>Green</p> <p>Green</p> <p>Green</p> <p>Green</p>
<p>Develop and promote visitor attractions to promote Colchester as a visitor destination and place for local people to invest their time and spend (KT)</p>	<ul style="list-style-type: none"> Develop the destination development strategy in partnership with the local tourism sector to increase visitor trips and visitor spend in the Borough Improve the interpretation of Colchester's stories and themes Improve the visitor experience through 	<ul style="list-style-type: none"> Colchester & District Hospitality Association East England Tourism VisitEssex VisitColchester Information Centre 	<ul style="list-style-type: none"> Increase the annual value of tourism to the Borough to £250m Increase the number of visitor trips by 500,000 a year Increase the number of overnight stays by 8% Improved visitor opinion scores on accommodation 	<p>Green</p> <p>Green</p> <p>Green</p> <p>Green</p>

	improved levels of customer service			service <ul style="list-style-type: none"> Improved repeat visit scores 	Green
Develop and implement initiatives to support rural businesses to sustain and develop the Borough's rural communities (NM)	<ul style="list-style-type: none"> Create additional business space in rural areas 	<ul style="list-style-type: none"> Planning Essex County Council Private sector partner/s Defra 	<ul style="list-style-type: none"> Convert 30 redundant rural buildings into commercial use 	Green	

STIMULATING INVESTMENT

Priority	Actions	Partners/Resources	Target Outcomes to 2015	RAG status at September 2012
Promote Colchester as a destination for business to develop a resilient local economy and provide future employment opportunities (KT)	<ul style="list-style-type: none"> Agree key messages with partners on the Colchester offer Develop and deliver marketing activities to showcase Colchester as a business destination Improve the image and reputation of Colchester as a place to live, work, visit, study and do business 	<ul style="list-style-type: none"> Colchester Business Group Enterprise Team Invest Essex East of England International 	<ul style="list-style-type: none"> Consistent promotion of the Colchester business offer to target audiences Implement joint marketing activities with partners to increase levels of inward investment to the Borough Relaunch the official tourism website: www.visitcolchester.com with more functionality to meet rising visitor expectations 	Green

Encourage the development and promotion of sites and premises to develop a resilient local economy and provide future job opportunities (JW)	<ul style="list-style-type: none"> • Prioritise investment of employment land/sites • Coordinated local investment planning 	<ul style="list-style-type: none"> • Commercial Property Agents • Invest Essex • East of England International • University of Essex • Regeneration Team 	<ul style="list-style-type: none"> • Development of key sites attract high quality and high growth businesses • Increase profile of Colchester as a business destination of choice (measure to be developed and agreed) 	Green
Promote routes for potential trade development and access to markets to offer maximum opportunities for local businesses to thrive (JW)	<ul style="list-style-type: none"> • Identify public and private sector opportunities for accessing new markets 	<ul style="list-style-type: none"> • Colchester Business Group • Chamber of Commerce • Business Link • Invest Essex 	<ul style="list-style-type: none"> • Work with partners to ensure that local businesses can access the support, information and training to access new markets 	Green
Work effectively with inward investment agencies to facilitate a resilient and diverse local economy (NM)	<ul style="list-style-type: none"> • Work with & lobby agencies at County, Regional and National levels to maximise inward investment opportunities 	<ul style="list-style-type: none"> • Invest Essex • East of England International • UK Trade & Investment 	<ul style="list-style-type: none"> • Secure 40 active inward investment leads 	Green

Officers (priority lead):
 NM Nigel Myers
 KT Karen Turnbull
 JL Jim Leask
 JW Janita Warren

Policy Review and Development Panel

Item

8

10 September 2012

Report of	Head of Corporate Management	Author	Amanda Chidgey
Title	Work Programme 2012/13		☎ 282227
Wards affected	Not applicable		

This report sets out the current Work Programme 2012/2013 for the Policy Review and Development Panel.

1. Decisions Required

- 1.1 The Policy Review and Development Panel is asked to note the current situation regarding the Panel's work programme for 2011/12.

2. Alternative options

- 2.1 This function forms part of the Panel's Terms of Reference and, as such, no alternative options are presented.

3. Introduction

- 3.1 The terms of reference for the Panel involve reviewing and making recommendations on strategies and policies at the request of the Cabinet or a portfolio holder and making recommendations back to Cabinet for decision. In addition the panel can proactively identify issues requiring review and, accordingly, seek Cabinet's agreement as to whether and how they should be examined.
- 3.2 The Panel's work programme will evolve as the Municipal Year progresses and items of business are commenced and concluded. At each meeting of the Panel, the opportunity is taken for the work programme to be reviewed and, if necessary, amended according to current circumstances.

4. Supporting Information

- 4.1 The Work Programme has been updated since the meeting of the Panel held on 6 August 2012 to reflect the decisions that were made at the meeting and current circumstances.
- 4.2 It has been necessary defer the scheduling of the Older Persons Accommodation and Waste Prevention and Recycling Options Appraisal Task and Finish Groups reports to the Panel to reflect the current intentions regarding the scheduling of each of these Group's next meetings.
- 4.3 The newly established Technology and Improvements in Community Engagement Task and Finish Group has one vacancy to be filled by the Conservative Group. Nevertheless, arrangements are currently in place to agree a date for the first meeting of this Group.

5. Strategic Plan References

- 5.1 The Council recognises that effective local government relies on establishing and maintaining the public's confidence, and that setting high standards of self governance provides a clear and demonstrable lead. Effective governance, of which the review and development of policy are parts, underpins the implementation and application of all aspects of the Council's work.

7. Standard References

- 7.1 There are no particular references to publicity or consultation considerations; or financial; equality, diversity and human rights; community safety; health and safety or risk management implications.

**Policy Review and Development Panel
WORK PROGRAMME 2012/13**

	<u>18 June 2012</u>	<u>6 August 2012</u> <i>Meeting theme 'Localism'</i>	<u>10 September 2012</u> <i>Meeting theme 'Encouraging Enterprise'</i>
Policy Initiatives		Localising Council Tax // Support from Government – Initial Outline of Options	
Review of Corporate Policies			Economic Development Strategy 2010-2015
Task and Finish Groups			

	<u>5 November 2012</u>	<u>14 January 2013</u> <i>Meeting theme 'Town Issues'</i>	<u>25 February 2013</u> <i>Meeting theme 'Rural Issues'</i>
Policy Initiatives			
Review of Corporate Policies	Localism Equality and Diversity // Annual Report		
Task and Finish Groups	Older Persons' Accommodation Task and Finish Group //Final Recommendations	Waste Prevention and Recycling Options Appraisal // Final Recommendations	

Task and Finish Groups	Membership 2012-13
Future of the Magistrates' Courts	Councillors Davies, Frame, G. Oxford, Sutton, L. Sykes J. Young
Waste Prevention and Recycling Options Appraisal	Councillors Cope, Cory, Lissimore, B. Oxford, Willetts and J Young
Older Persons Accommodation	Councillors Kimberley, Lewis, Lilley, Mudie, B Oxford and L Sykes
Technology and Improvements in Community Engagement	Councillors Cope, Davies, T Higgins, Lilley and G Oxford (one Conservative Group vacancy)

