

Policy Review and Development Panel

Grand Jury Room, Town Hall
11 January 2010 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

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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
11 January 2010 at 6:00pm**

Members

Chairman : Councillor Julie Young.
Deputy Chairman : Councillor Nick Barlow.
Councillors Nigel Chapman, Mike Hardy, Justin Knight and Jill Tod.

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 personal interests they may have in the items on the agenda.

If the personal interest arises because of a Councillor's membership of or position of control or management on:

- any body to which the Councillor has been appointed or nominated by the Council; or
- another public body

then the interest need only be declared if the Councillor intends to speak on that item.

If a Councillor declares a personal interest they must also consider whether they have a prejudicial interest. If they have a prejudicial interest they must leave the room for that item.

If a Councillor wishes to make representations on an item on which they have a prejudicial interest they may do so if members of the public are allowed to make representations. In such circumstances a Councillor must leave the room immediately once they have finished speaking.

An interest is considered to be prejudicial if a member of the public with knowledge of the relevant facts would reasonably regard it as so significant that it is likely to prejudice the Councillor's judgement of the public interest.

Councillors should consult paragraph 7 of the Meetings General Procedure Rules for further guidance.

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

1 - 7

To confirm as a correct record the minutes of the meeting held on 9 November 2009.

7. Colchester Tree Policy // Consultation Responses and Equalities Impact Assessment

8 - 13

See report by the Head of Life Opportunities.

8. Economic Prosperity Strategy 2007 - 2010 **14 - 46**

See report by the Head of Strategic Policy and Regeneration.

9. Review of the Colchester Destination Development Plan 2006-9 **47 - 81**

See report by the Head of Strategic Policy and Regeneration.

10. Single Equality Scheme **82 - 166**

See report by the Head of Corporate Management.

11. Work Programme 2009/10 **167 - 170**

See report by the Head of Corporate Management.

12. 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
9 NOVEMBER 2009**

Present :- Councillor Julie Young (Chairman)
Councillors Nick Barlow, Nigel Chapman,
Mike Hardy and Justin Knight

Substitute Member :- Councillor Sonia Lewis for Councillor Jill Tod

Also in Attendance :- Councillor Dave Harris
Councillor Henry Spyvee
Councillor Stephen Ford

16. Minutes

The minutes of the meeting held on 23 September 2009 were confirmed as a correct record.

Councillor Julie Young (in respect of her membership of Essex County Council) declared a personal interest in the following item pursuant to the provisions of Meetings General Procedure Rule 7(3)

17. 20 mph Task and Finish Group

Peter Lynn addressed the Panel, pursuant to the provisions of Meetings General Procedure Rule 5(1). He expressed his thanks to the Panel Chairman for her prompt feedback following the representations he had made to the Panel at its last meeting concerning the work and remit of the 20 mph Task and Finish Group. He also thanked Councillor Hardy for raising his concerns at the October meeting of the Task and Finish Group. He maintained that the Group's proposals did not go as far as he would have liked but he conceded they were a good step forward and was hopeful that they would be accepted and that the measures needed to deliver the proposals would be implemented. In particular he considered that the area wide implementation was to be recommended.

Councillor Harris attended and, with the consent of the Chairman, addressed the Panel. He stated that he had responded to the initial 20 mph consultation and he advocated the need for large numbers of residents to support the concept in order for the proposals to stand a good chance of success. He had undertaken his own consultation within the ward he represented, asking residents to indicate their support or opposition to the introduction of 20 mph zones in residential areas of Berechurch. He had collected 100 responses, 99

of which supported the proposal, which he intended to submit to the next meeting of the Cabinet. He requested that Berechurch and Shrub End wards be considered for inclusion within any future schemes and stated his commitment to the '20's Plenty for Us' campaign. He considered that the introduction of schemes to reduce speed, increase road safety and improve the environment would demonstrate that the Council was in touch with local communities. He concluded by congratulating the Task and Finish Group on its work and stated his commitment to speaking in support of the proposals when they were considered by Cabinet.

The Mayor, Councillor Spyvee, attended and, with the consent of the Chairman, addressed the Panel. He wished to express his personal view in support of 20 mph speed restrictions on the grounds of improved road safety. Subject to the views of the Police and Essex County Council, he was of the view that a town-wide / urban core of Colchester and Stanway scheme should be introduced. He considered that the roles of Essex County Council and Essex Police would be key to the success of the initiative but there may be a danger that expectations might be raised that could not be fulfilled. He further indicated the need for consultation with residents and that schemes should not be introduced where residents were opposed to it. He hoped that rural areas would also be included in the initiative, where possible.

The Panel considered a report by the Head of Strategic Policy and Regeneration summarising the work undertaken by the Task and Finish Group together with a detailed technical report on the potential introduction of 20 mph areas in Colchester. Also available were the notes of the two latest meetings of the Task and Finish Group held on 22 September and 13 October 2009.

Councillor Ford, the Chairman of the Task and Finish Group attended the Panel to assist members in their discussions. He explained that the Group had obtained considerable assistance from the seminar which had been held in Portsmouth in September. The main conclusion of the Group had been that the absence of speed lessens the chance of fatalities. He explained that it would be necessary for Essex County Council to include the Group's proposals in Local Transport Plan 3 and the support of Essex Police was essential. In Portsmouth widespread consultation had been undertaken in order to be confident that the public would want 20 mph zoning to be introduced. Nevertheless there was still a need for additional signage which had entailed some associated costs. If 20 mph zoning was introduced in Colchester, he felt that the town would be seen as a pioneer which would improve the quality of life for all.

Paul Wilkinson, Colchester Borough Council Transportation Policy Manager, undertook a formal presentation including information relating to the outcomes

of 20 mph zones elsewhere, accident statistics in Colchester, the Essex County Council road hierarchy, the situation in Portsmouth, the measures used elsewhere to successfully introduce 20mph zones, public views, enforcement and legal issues. The Group had concluded that to take the proposals forward further consultation and engagement work would be required. It was estimated that this work would cost in the region of £15,000 however no budgetary provision had currently been allocated.

Mr Wilkinson also confirmed that the technical report circulated to the Panel members had omitted details of one Key Stakeholder comment which had been submitted by the St John's Borough Council member on the Local Highway Panel. The comment, which was in favour of 20 mph zoning implementation, brought the total number of responses to 25. The details of the comment from the St John's member would be brought to the attention of the Task and Finish Group at its next meeting

The Panel congratulated the members of the Task and Finish Group on the work they had undertaken, discussed the findings of the Group in full and gave particular consideration to the following issues:-

- The need for any proposals to be self-enforced and the associated necessity for public consultation and engagement to be implemented;
- The possibility of seeking Essex County Council's support to pilot one or more 20 mph schemes in the Colchester area;
- The possibility of a standardised pro-forma being produced to enable individual Borough Councillors to undertake consultation in their own wards.

RESOLVED that the recommendations of the 20mph Task and Finish Group, as set out below, be endorsed:

- A 20mph policy be adopted for inclusion in Essex County Council's Local Transport Plan 3;
- In adopting a 20 mph policy and to deliver the necessary measures this Council will seek to work with Essex County Council, including the Highways Department, and Essex Police, to ensure their agreement in respect of policies, delivery, funding and enforcement resource levels;
- Comprehensive consultation and engagement with representative community groups and residents be carried out to confirm where 20 mph zoning is desired;
- In line with the findings of further community consultation and

engagement the implementation of a 20mph speed limit be delivered on an 'area wide' basis as set out in the proposals;

- In order to undertake consultation and engagement, funding of £15,000 and associated resources be allocated;

- The Task and Finish Group work be continued, setting out a detailed proposal to undertake further consultation, engagement and research work, reporting back to a future meeting of the Policy Review and Development Panel;

- The approach to delivery as set out in section 6 of the report of the Head of Strategic Policy and Regeneration be adopted to include the reinforcement and extension of the existing town centre 20mph zone, implementation in discrete residential areas such as Highwoods and Greenstead and in rural areas based on Parish Plans and Village Design Statements.

RECOMMENDED to Cabinet that the proposed measures set out in the resolution above be agreed.

18. Mayoralty Task and Finish Group

The Mayor, Councillor Spyvee, attended and, with the consent of the Chairman, addressed the Panel. He demonstrated to the members of the Panel the current state of wear and tear to the Mayor's Badge and Chain. The gold continued to be in very good order although the ivory inlay was slightly worn. He considered that, if a charge was imposed in respect of the Mayor Making lunch, that it would need to be borne in mind that this would attract VAT and that some guests, such as the Mayor's Chaplain, would need to remain exempt from any charge. He was of the view that either no charge be made or the lunch be abandoned altogether. In terms of a Civic Sub-Committee, he welcomed such an arrangement for meetings to be held when business required it.

The Panel received a report inviting the members to again consider the recommendations of the Mayoralty Task and Finish Group. The Group had met in July 2009 and had made recommendations as follows:

- The current arrangements to update the regalia book be noted and investigations be undertaken to establish a convenient location within the Town Hall to place the Book on regular display;
- No action be taken in respect of the Bulk Purchase / Setting up of a Wine

Book for Civic occasions;

- In view of the significant cost of purchasing a replica Mayoral badge, investigations be undertaken to find out the cost of purchasing a die of the badge;
- The Mayoral Officer be asked to find out what practice is adopted in neighbouring Local Authorities regarding the cost of Mayor Making events;
- The political groups be invited to consider the principle of introducing a charge on guests to the Mayor Making lunch and their conclusions be reported back to this Task and Finish Group after the political Group meetings on or around 7 September 2009.

The Panel had agreed that each of the political groups should be given the opportunity to consider the conclusions of the Task and Finish Group, the results of which was as follows:

- The Liberal Democrats Group decided that there should be no charge for the mayor making luncheon;
- The Highwoods Group had no problem with any of the report;
- The Labour Group discussed the Mayors Lunch and concluded that it should be funded by Councillors or scrapped. The group have no interest in the High Steward issue at the present time and did not have a view on the wine book issue;
- The Conservative Group believed there was a need for the guide book to the Town Hall to be updated and the possibility of upgrading it into a quality brochure, understood that the original concept of the wine book request was to ensure that a proper control of stock existed so that drinks were booked in when delivered and numbers consumed recorded at the end of an event, agreed with the minute regarding the replica badge, recognised the importance of the Mayor Making lunch to the newly elected Mayor and also to newly elected councillors and believed the format of the lunch should be the decision of the Mayor but the lunch could be simpler than it had been and a charge to those attending was acceptable, considered a return to the old style 'Civic sub-committee' would be beneficial.

Councillor Barlow confirmed that Councillor Hunt, the Portfolio Holder with responsibilities for civic matters, had indicated his willingness to chair an informal meeting to discuss civic issues, along the lines of the former Civic Sub-Committee.

RESOLVED that –

- (i) Councillor Hunt be invited to arrange an informal meeting along the lines of the former Civic Sub-Committee to discuss certain civic related matters with representatives from the political groups;
- (ii) The Head of Corporate Management be requested to review to her satisfaction the arrangements regarding the control of drinks delivered and consumed at civic events.

Councillor Julie Young (in respect of her membership of Essex County Council) declared a personal interest in the following item pursuant to the provisions of Meetings General Procedure Rule 7(3)

19. Waste Prevention and Recycling Options Appraisal Task and Finish Group

Nick Chilvers addressed the Panel, pursuant to the provisions of Meetings General Procedure Rule 5(1). He considered that it would not be sufficient for just one event to be held to launch the Waste and Recycling consultation exercise and suggested the staging of a number of mini road shows at various community locations. He was unclear as to what the public would be asked to comment upon and felt that a vote on the four options identified by the Task and Finish Group would be an appropriate way to gauge opinion. He suggested that separate arrangements should be put in place to ensure that Parish and Town Councils had the opportunity to indicate their views on the proposals.

Councillor Barlow, in his capacity as Chairman of the Task and Finish Group, indicated that he would take Mr Chilvers' comments to the next meeting of the Group and would subsequently respond in writing in full.

Paula Whitney addressed the Panel, pursuant to the provisions of Meetings General Procedure Rule 5(1). She did not support the principle of the Task and Finish Group conducting its business in private. She felt that a fifth option should be provided within the Waste and Recycling consultation exercise. She was in favour of kerbside separation of recycled materials and felt that the number of containers/bags needed to be increased to facilitate this. She was of the view that the WRAP report had clearly concluded that kerbside separation resulted in increased performance and greater economic returns.

The Chairman responded to the various points raised by Ms Whitney, in particular the fact that, by meeting in private, the Task and Finish Group had

been able to have open, honest, cross-party discussions and that the results of the consultation exercise would be submitted to the meeting of the Policy Review and Development Panel in March 2010.

The Panel received an update of the work of the Waste Prevention and Recycling Options Appraisal Task and Finish Group in the form of the notes of the most recent meetings held on 24 September and 5 October 2009.

RESOLVED that the notes of the meetings of the Waste Prevention and Recycling Options Appraisal Task and Finish Group be noted.

20. Work Programme 2009/10

The Panel considered a report from the Head of Corporate Management setting out the current situation regarding the Panel's work programme for 2009/10.

RESOLVED that the work programme for 2009/10 be noted.



Policy Review and Development Panel

Item

7

11 January 2010

Report of	Head of Life Opportunities	Author	Bob Penny
			☎ 282903
Title	Colchester Tree Policy – consultation responses and Equalities Impact Assessment		
Wards affected	All		

The Policy Review Panel is invited to consider the consultation responses and the outcome of the Equalities Impact Assessment of the Colchester Tree Policy prior to adoption by the Portfolio Holder.

1. Action Required

- 1.1 Panel members are invited to consider the consultation responses and outcome of the Equalities Impact Assessment of the draft Colchester Tree Policy prior to adoption of the Policy by the Portfolio Holder.

2 Background

2.1 Colchester Tree Policy

A draft of the Colchester Tree Policy was presented to the Policy Review Panel on 10 August 2009. At the meeting Panel members asked questions about the policy content and the consultation arrangements and consultation responses. There were also comments about the Policy with regards to the growth of trees impacting on the human rights of residents and the need for the Equalities Impact Assessment to take account those residents who are affected by trees.

The Policy Review Panel was informed that in spite of the presentation of the draft Policy to Members in March 2009, and the consultation draft being available on the Council's website, consultation responses had been poor. Further efforts were to be made in increase the consultation response and the consultation period was extended from 30 June to 30 September.

This paper provides further detail on the consultation responses and the process of completing the Equalities Impact Assessment.

Although the Council is under no obligation to produce a Tree Policy, without an adopted policy there will be a lack of direction regarding future maintenance and provision, leading to different expectations about service delivery on the part of both and residents and councillors. The adoption of a Tree Policy will provide a consistent approach for officers and councillors when explaining the Council's response to enquiries by the public.

The landscape character of Colchester is strongly influenced by its trees and woodland. There is a real risk that in the absence of an adopted Policy, the pace of development and the pressures on funding could reduce the quality of the Colchester's tree stock, a species-rich urban woodland and tree succession. The pressure on urban trees is increasing and the likelihood of trees reaching maturity is diminishing

Consultation arrangements and feedback

Direct approaches have been made to ECC Highways and CBH for their responses to the draft Policy.

Responses have been received from ECC Natural Environment Team, CBH, CBC Landscape Officer, CBC Conservative Group and Cllr Paul Smith. These are set out in the attached Appendix A and have been considered and the draft policy amended accordingly.

Parish Councils have been made aware of the consultation draft of the Tree Policy through the Common Ground newsletter and by an officer presenting the item to the Parish Clerks forum on 4 September. No further feedback has been received other than a request for the Arboricultural Planning Officer from Environmental and Protective Services to attend a future meeting to discuss the process and legal implications of Tree Preservation Orders.

Equality Impact Assessment

Trees make a significant impact on the landscape character of Colchester. It has been recognised that the presence of trees can have negative impacts on individuals particularly where trees are in close proximity to property. The draft Policy recognises the effect of trees on properties in respect of structural implications but made little reference to the human aspects of trees and particular issues where tree growth creates a potentially harmful environment for local residents.

An EqIA has been prepared for this draft Policy and responds to the issues associated with tree growth and public health. There is no change in the position that there is no legal right to light and the Policy is based on this legal interpretation. In cases where requests are received from residents living adjacent to trees on Council land the enquirer will be advised of their legal position and the opportunity (in most cases) to remove overhanging growth to their property boundary. It is recognised through the preparation of the EqIA that there are exceptional circumstances in which this approach needs to be more flexible. Where it can be established that the presence of trees is causing a detriment to the health of residents, further consideration will be given to the management approach to trees. This consideration will also take in to account the quality and importance of the tree in question. This approach is important as the presence of trees also have a beneficial impact on other residents and the reduction in the number or size of trees may have a greater impact than on just the original enquirer.

Way forward

The consultation feedback has been considered and the draft Tree Policy will be amended accordingly. The EqIA will be attached to the draft Policy which will be presented to the Portfolio Holder for Communication, Customers and Leisure for final adoption.

Consultation responses

ECC

Correction of name to ECC Natural Environment Team

Reference to the continuing debate on the extent to which tree planting offsets carbon emissions. An issue which is under constant review

Colchester Borough Homes

CBC would like to see a policy which recommends certain types of trees for developments, and outlines the disadvantages of other types, e.g. leylandii and others are a danger to drains, and to structures, costing CBH / CBC five figure sums each year.

We also need guidelines about how close to buildings should different types be planted; eg. recommended types for gardens to prevent these costs in future

These recommendations should be reflected in the requirements given to developers of sites in Colchester Borough.

Colchester Borough Council Landscape Planning Officer

With reference to your draft Policy for Trees on Council managed land in Colchester, I've looked at parts 6, 14, and section 'tree planting & young tree maintainace' and section 'managing trees in the urban environment' as the areas probably most relevant to me and (other than the managing trees section which I have no comment on) would recommend the following points relating to those areas are considered within any revision:

Part 6

6.5 (as a general point within the document) The 'Heritage and Design Team' should read 'Design & Heritage Unit'

The last sentence does not seem to scan very well.

Do you want to make reference at this point to the Council's 'POS protocol'? accessible at http://www.colchester.gov.uk/Info_page_two_pic_2_det.asp?art_id=956&sec_id=506

6.6 I would suggest that, where previously agreed within the agreed landscape deposit, it would be the developer (through their arboricultural consultant) who would liaise (through submission and mutual agreement of an AIA drawn up by the developer) with both the P&R & DHU (i.e. you and Liam) prior to a Practical Completion Certificate being issued.

You may want to discuss with Geoff Kirby amending the 'POS protocol' to include the requirement for submission of a CAD drawing prior to your 'preparing a grounds maintenance contract variation' to firm this ambition up.

Part 14

14.1.13 - Should 'city' read 'town'?

Policy HIGH 07 – 'costs will be borne by the crossover', should 'crossover' read 'developer' or 'ECC'?

Tree planting & young tree maintenance

Under the 'site & species selection' section you may want to make reference to the 'Postcode Plant Database' available at <http://www.nhm.ac.uk/nature-online/life/plants-fungi/postcode-plants/> which identifies trees native (and best suited) to a particular postcode area which can be used as a baseline framework for any tree cover proposals.

Under 'site selection' and other relevant areas you may want to mention not using fragile tree types, e.g. certain chestnut spp. and ash spp. where they might pose a future threat/nuisance due to their branch shedding habit.

Under 'land categorisation' & 'specific site location' we use the following standard recommendation when advising developers of acceptable tree positioning which might be applicable here:

Any tree type/position proposed should allow for anticipated mature crown spread & height and be at a sufficient distance to avoid potential root damage to existing structures with, where applicable, allowance given for adequate light penetration, in compliance with BS 5837 (6.3 & 13.2.2), reference document: Arboricultural Research Note 40.89.ARB and NHBC 4.2.

Regarding the 'stock selection and planting' section and the remainder of the document, again we use the following standard recommendation which you may wish to consider drawing from to use in the document in some form, perhaps as an appendix:

All trees above half standard size within POS, open space, verges or hard landscaped areas need to be underground guyed to help increase their visual amenity and protect them from vandalism.

All the trees within hard landscape areas need to be specified as being planted in tree trenches/pits, implementation should follow best practice, with detailed (plan & section) drawings submitted for agreement, incorporating (as applicable) a combination of root directors, underground guying, irrigation & drainage mechanisms, root cells and sufficient allocation of tree soil to facilitate development of the tree to maturity. Details of tree guards should also be submitted for the trees in car park areas (e.g. wooden bollard) and a self-binding/bound stone fill (in colour complementary to surrounding paving) should be specified to the tree pit surface (maximising permeability). All these measures in line with recognised good practice help ensure satisfactory establishment of the trees in materials complementary to the tree and its surroundings.

All tree planting need to be specified as proactively protected from any compaction associated with development, in accordance with BS 5837 (part 6.2.2), preferably as follows:

Individual trees decompaction within compacted areas will be achieved through excavating a wide, shallow tree pit a minimum 4m² in area by 300-400mm deep and loosening the subsoil layer for a further 300-450mm.

Note: Tree pits widths can be reduced to approximately 1.5m wide (still at 4m² though) for (generally smaller) short-lived trees and a minimum 2m wide for (generally larger, long-lived trees), any implementation specifications should clearly reflect these tree pit decompaction measures.

All landscape works to be carried out broadly in accordance with the relevant current British Standards.

Trees in un-compacted ground to be planted in minimum 1m min squared tree pit 300-400 deep. In grassed zones these to be planted centrally within a 1m square recessed planting bed or incorporate a strimmer guard.

Tree pits (other than trees within hard landscaped areas) to be backfilled with clean topsoil with tree fertiliser added and firmed in after planting. All trees to have irrigation/aeration system units fitted to fully surround the root ball.

In line with good arboricultural practice & BS4428 newly planted trees need to be adequately supported (e.g. single stake for standards - double for extra heavy, underground or above ground guyed guy (*if guyed give details of fixings*)). All types of support to be specified as being sufficiently low to allow free movement of the crown, stakes to be set at a uniform height and at a 300mm minimum depth below ground level with a biodegradable fixings toward the head of stake.

All tree planting within areas of open space, communal/shared space exposed to the public realm, to be planted with slow release fertiliser added to the planting hole/trench, backfilled and firmed in, watered immediately prior to mulching and mulched with as a minimum a photodegradable or biodegradable mulch sheet/mat with a specified and proven minimum useful life expectancy of 2 growing seasons overlaid with a 50mm minimum deep layer dark matured wood chip with an even particle size between 15-65mm and dead or damaged branches removed after planting. (*note: detailed proposals should include instruction for laying sheet mulch including weed clearance, removal of stone/clods, pegging (using biodegradable pegs), fixing edges (e.g. bury minimum 200mm flap), planting through membrane and spreading wood chip. The membrane should be noted on plan as being included to all planting within open space, communal/shared space, hedges to plot frontages and other planting beds exposed to the public realm. Proposed sheeting/matting should clarified as being either biodegradable with a minimum 2yr useful life span or photodegradable.*)

Conservative Group response

This report is substantial and wide ranging, and the author is to be congratulated both on the level of detail entered into, and the clear explanation as to how each policy point has been arrived at.

We find no fault with the conclusions drawn within the report, and as a group, support its implementation. We do understand however that there may be some budgetary constraints, and hope that these can be overcome.

We understand the importance of 'Local Agenda 21' and the role it has to play in Colchester, both through sustainability appraisals and biodiversity action plans. We agree that trees play a major role in the environment, and that the production of this document is an important part of this agenda process. As the political group that introduced the 'Trees for years' scheme in Colchester, the Conservatives have demonstrated our commitment to increasing the number of trees within the Borough, (to date over 6,000) thereby helping to improve its biodiversity. Therefore we were delighted that the scheme continued to operate this year and particularly pleased to note point 13.18 (page 68) in the report, which supports its continuance.

We are also pleased to see that CBC will continue 'partnership working' with ECC as the highways authority and sincerely hope that policy HIGH 01 will be achieved. We hope that those 'holding the purse strings' within both ECC and CBC will recognise the vital importance trees play within our environment and see fit to reverse the funding cuts both have made to the tree maintenance budget over recent years. It is of concern to read that the average percentage of planned tree maintenance undertaken by the Council is only 7.5% (mainly tree

planting) significantly below the national average of 29%'. If this policy of taking a more proactive rather than reactive approach is adopted, this percentage will obviously alter upwards.

With regard the statistical analysis of our current tree population, the report comments that... *'This reduction in new planting, and the increased threat to older trees in urban areas has resulted in an unsatisfactory age structure, which the national survey suggests requires urgent attention'*. It is a sad fact that in an effort to maximise development land potential, trees and greenswards appear to have taken a 'back seat' to housing. We fully understand that Government planning policy has set the agenda here, but sincerely hope that as we move forward in Colchester we will look to build at densities which allow far greater scope for tree planting and increased biodiversity throughout new schemes; whilst also paying particular attention to the effect that construction, in all its forms, has on our existing tree stock.

The report states... *'This Policy does not make reference to the Council's obligations in relation to the protection of trees on Private Land and new development sites. This responsibility lies with the Council's Environmental and Protective Services and will be the subject of a combined strategy and public consultation for trees in the Borough at a later date'*. The protection (or lack of it) of trees on new development sites is a regular reason that residents contact their elected representatives. We look forward to seeing this piece of work in due course.

We would welcome the re-establishment of the Tree Warden scheme, many Parish Councils have 'Tree Wardens' and their voluntary work can be of great benefit to their local communities. The availability of grants in this area (such as the Community Trees Fund run by The Tree Council www.treecouncil.org.uk), also provide tremendous opportunities for community involvement, particularly with young people, and should be actively encouraged. The Tree Council also supports and encourages Tree Wardens, and we think that their help could be sought by CBC with regard this scheme.

In addition The Tree Council provides grants for schools through their 'Trees For Schools scheme', which should be pointed out to schools when officers address point 13.02 (page 68) in this report.

Tree Wardens could also play a vital role in disseminating information locally about tree maintenance works, and the reasons for felling diseased trees. This would hopefully result in the reduction of 'complaints' from the public about tree removal.

In conclusion, we recognise that this is a draft document (hence it is missing some important numbers, such as the amount of woodland we own/manage) and will be subject to some 'tweaking'. However, we as a group support its aims and are encouraged that the new Tree Policy is a positive step forward, and reinforces this Authority's commitment to a greener more sustainable borough.

Cllr Paul Smith response

Under consultation no mention is made of Residents Association some of which also have tree officers , can this be dealt with please.



Policy Review and Development Panel

Item

8

11 January 2010

Report of	Head of Strategic Policy and Regeneration	Author	Nigel Myers ☎ 282878
Title	Economic Prosperity Strategy 2007 - 2010		
Wards affected	All Wards		

This report concerns the Economic Prosperity Strategy 2007 to 2010

1. Action Required

- 1.1 To review the Council's current Economic Prosperity Strategy 2007 to 2010 in **Appendix A** and the corresponding Delivery Plan in **Appendix B**. This review will also help to inform and shape the Council's future Economic Prosperity Strategy to 2013 which will be brought to the Policy Review and Development Panel later in 2010.

2. Reasons for Action

- 2.1 The Council adopted the Economic Prosperity Strategy in 2007 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. Supporting Information

- 4.1 The role of the Economic Prosperity 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 growth and capture the economic benefits for residents and businesses in the Borough.
- 4.2 The Council's Strategic Plan 2009 -2012 has as one of its nine priorities 'Enabling Job Creation'. The actions and outcomes contained in this priority are strongly aligned with the Economic Prosperity Strategy. Both strategies emphasize the critical importance of actively addressing issues such as employment opportunities, workforce skills, business creation and growth and creating the necessary support and infrastructure to enable sustainable economic growth.
- 4.3 Colchester is a regional centre which is spearheading economic growth and prosperity for its wider catchment area. The Colchester economy which is worth £17 billion is diverse and has proved relatively resilient throughout the economic downturn. The key employment sectors are manufacturing, construction, retail, finance IT and business services, tourism and public administration, health and education. 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. 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 than the East of England and the UK and still has so. The Colchester Town Centre is in the top 50 (44th) in the UK based on an annual retail expenditure of £550m alongside other cities such as York and Bath.

- 4.4 The Economic Prosperity Strategy and the Council's Strategic Plan recognises the strengths and opportunities of the economic base described in 4.3 whilst acknowledging the challenges that face Colchester and will continue to do so as it moves towards into the post recession world. The issues of job creation, business creation, retention and growth, skills and training, addressing worklessness and creating the support and infrastructure for economic growth remain central and will continue to do so for the foreseeable future.
- 4.5 The onset of the recession in 2008 prompted a re-evaluation of Strategy to ensure that it remained 'fit for purpose' in the light of a dramatically changed economic environment. This re-evaluation resulted in an even greater emphasis being placed on working with partners on initiatives that would help local businesses to weather the economic downturn. The setting up with key partners of the 'Business Clinics' enabled businesses to immediately access face to face expert help and assistance tailored to their specific needs. The business helpline and improved signposting enabled the Enterprise Team to help local businesses to get the support they needed quickly and effectively. Campaign activity was realigned to promote 'Buy Local' and public procurement opportunities. A joint campaign with the Federation of Small Businesses raised the level of eligible businesses claiming small business rates relief to over 91% (the highest rate in Essex). Joint working with the University of Essex resulted in the awarding of £328,000 Economic Challenge Initiative Funding to the University Enterprise Department to assist small businesses and to significantly raise the number of graduate placements in local businesses. The wider Colchester Borough Council response to the recession was recently showcased by the author at the 2009 National Institute of Economic Development Conference in Bournemouth as an example of best practice by a local authority in tackling the challenges of the recession.
- 4.6 The Strategy is underpinned by four major themes People, Enterprise, Marketing & Promotion and Leadership. Each of these themes identifies the key priorities to be addressed by an ambitious Delivery Plan. The Delivery Plan in Appendix B sets out the Actions, Resources and Target Outcomes for the Strategy. A 'traffic light' system has been used throughout the lifetime of the strategy to track and monitor delivery against target.
- 4.7 The Delivery Plan contains 46 target outcomes to be achieved utilising actual and potential funding streams and partnership arrangements. This Delivery Plan and the ambitious targets set across all the priority areas represent a step change in economic development in Colchester. The overall performance for the Delivery Plan is as follows:

Traffic Lights	Definition	No. target outcomes	Percentages
Green	Has achieved or can reasonably expect to achieve the target outcome by March 2010	42	91.3%

Amber	Has made progress but is unlikely to achieve the target outcome by March 2010	2	4.35%
Red	Some/ No progress and/or will not meet the target outcome by March 2010	2	4.35%

4.7 The following highlights are indicative of what the Economic Prosperity Strategy 2007 to 2010 has achieved for Colchester:

- Directly assisted 1,800 businesses to access a range of support and grant funding to help improve productivity
- Worked closely with key partners on a range of campaigns such as raising the take up by eligible businesses of Small Business Rates Relief to 91% (the highest rate in Essex) in collaboration with the Federation of Small Businesses and the Chamber of Commerce
- Implementation of service level agreements with Colchester Business Enterprise Agency and Signpost has helped to increase the business start up and survival rate and has helped more residents to access work and training opportunities
- Accessed funding of £250k to enable 450 local residents to gain work in the Construction sector, another funding stream of £50k is now being used to help people start up new businesses from groups currently under represented in the business community
- Use of intelligent marketing such as the Colchester Business Directory to promote Colchester business opportunities both within and external to the Borough

5. Proposals

5.1 The re-evaluation of the Strategy prompted by the economic downturn together with the review presented to the Policy Review & Development Panel will help to inform and shape the future Strategy. The draft Economic Prosperity Strategy to 2013 will be made available to the Policy Review & Development Panel for review later in 2010.

6. Strategic Plan References

6.1 The council's strategic plan 2009 to 2012 contains the priority 'Enabling Job Creation'. This priority and the associated actions and outcomes are directly linked to the Economic Prosperity Strategy 2007 to 2010.

7. Consultation

7.1 Key partners were consulted for their views in the preparation of the strategy documents in early 2007. The Economic Prosperity Strategy was endorsed by the Policy Review Panel and the Council Senior Management Team on 13th March 2007.

8. Publicity Considerations

8.1 A communication plan is in place to maximise the positive publicity for the delivery of projects related to this strategy.

9. Financial Implications

- 9.1 There are no financial implications for the Council over and above the approved budgets which includes external funding streams.

10. Equality, Diversity and Human Rights implications

- 10.1 All businesses, partner organisations, grant recipients and other customers are treated equally and fairly. An Equality Impact Assessment has been completed and is available on the Hub by following this link: <Q:\Strategic Policy & Regeneration\Enterprise\SPR EQIA - all group.xls>

- 10.2 There are no specific human rights implications.

11. Community Safety Implications

- 11.1 There are no specific community safety implications.

12. Health and Safety Implications

- 12.1 There are no specific Health and Safety implications.

13. Risk Management Implications

- 13.1 There are no specific Risk Management implications.

Background Papers

Appendix A: Economic Prosperity Strategy 2007 to 2010

Appendix B: Economic Prosperity Strategy 2007 to 2010 Delivery Plan

APPENDIX A

Colchester's Economic Prosperity Strategy 2007 to 2010

Colchester Borough Council February 2007

Contents

Chapter 1- Where is Colchester today

1. Overview
2. Vision and Objectives
3. The strategic context
4. The role of the Economic Prosperity Strategy
5. Some major economic trends likely to impact upon Colchester 2007 to 2010
6. Key sectors in Colchester

Chapter 2 – What does Colchester aspire to be?

7. Key themes and key priorities of the Strategy
8. Funding and resources for the Strategy

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10. Measurement and Monitoring

Chapter 1 – Where is Colchester today?

1. Overview

Colchester is a diverse and growing Borough with a vibrant town centre and a buoyant local economy. It is becoming increasingly recognised as a place where things are happening, a successful place; an old historic town, but increasingly a young city in the making, one receptive to new ideas and challenges. The next three years to 2010 represent a unique opportunity to fully capitalise on this momentum and firmly position Colchester as a regional centre spearheading sustainable economic growth and prosperity for its wider catchment area.

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. To make the most of this locational advantage, Colchester has – with neighbouring Essex and Suffolk authorities – been pivotal in developing the Haven Gateway Partnership which, through targeted infrastructure programmes, business development and employment training initiatives, is forging a prosperous and sustainable future for the sub-region.

Colchester is also playing a leading role in Regional Cities East – a strategic network of six key expanding towns and cities. Ipswich, Peterborough, Luton, Southend, Norwich and Colchester working together to overcome shared challenges in improving infrastructure, place marketing, enterprise activity, skill and employment levels to meet the needs of current and future citizens. The Strategy will maximise the opportunities afforded by partnership working through raising local and wider engagement and participation by Colchester's residents and businesses.

In common with many other UK towns employment has moved away from manufacturing and agriculture to the service sector. Colchester has a solid bedrock of major employers such as the Garrison and the University of Essex together with an impressive array of SME (Small and Medium Size Enterprises) which give the Borough a sound and sustainable basis for future economic growth.

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.

In rural areas and small towns and villages, economic activity has shifted from agriculture towards a more diverse range of small enterprises and tourist related business. Specific rural initiatives will be targeted on specific projects which maximise the economic benefits of such diversification.

The opportunities and challenges of realising an ambitious economic growth agenda also needs to be considered in the context of the current Comprehensive

Spending Review which will ultimately help shape future funding and direction. This linked with actions arising from the overarching Lyons Review of the role of local government and reviews undertaken by Barker (Land Use Planning), Leitch (Skills), Eddington (Transport) and Stern (Climate Change) will greatly influence the future economic prosperity of the UK, the Eastern region and ultimately - Colchester.

2. Vision and Objectives

The shared vision of Colchester 2020 Local Strategic Partnership is to develop the Borough as a prestigious regional centre:

- *a centre of excellence and innovation for culture, education and learning recognised regionally, nationally and internationally*
- *a preferred destination for visitors, for business location and for investment*
- *a sustainable environment in which people will continue to enjoy high levels of health and wellbeing, but with modern health and social care services for those who need them*

This vision underpins the aspirations and direction of this strategy.

The inter-linked strategic objectives to realise this vision are:

- 1) To generate sustainable economic growth through business creation, business growth and business retention;
- 2) To work in close partnership with key organisations to address the skills and employability issues in the Borough;
- 3) To ensure that Colchester residents and businesses benefit from closer working and influencing of the sub-regional and regional agendas through agencies such as the Haven Gateway partnership and Regional Cities East

3. The strategic context

The Economic Prosperity Strategy forms part of the integrated strategic approach described in the Community Strategy. The Community Strategy has adopted the Regional Spatial Strategy's (RSS) job creation target of 14,200 additional new jobs in the Borough by 2021. Meeting this target will fall principally within the remit of the Economic Prosperity Strategy. It will also be embedded in 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.

This Strategy will also be consistent with the following Council strategies and associated projects:

- Renaissance Programme
- Community Development
- Visitor Development
- Marketing
- Welfare Rights

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 Regional agencies to the 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.

4. The role of the Economic Prosperity Strategy

The next three years are crucial for Colchester. Through this Economic Prosperity Strategy, the Council seeks to set out a framework to steer the activities of the Council and other organisations over this period. 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.

The Economic Prosperity Strategy 2007 – 2010 will be used for the following purposes:

- To provide an overarching vision for all economic development activity in Colchester
- To provide a framework of action for the Council and other local organisations to achieve the vision
- To provide a framework for co-ordination and leadership by the Council
- To assist in determining priorities for the allocation of resources of the Council and other organisations
- To identify priorities for economic development funding
- To assist the development of partnerships
- 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

5. Some of the major economic trends likely to impact upon Colchester 2007 to 2010

Issue/trend	Implication	Assessment
Growing population	Basis for further economic development	Expansion of economically active population; potential to increase local employment opportunities
Increasing relative affluence	Heavily influenced by out-commuting incomes but provides wider range of local businesses and activities	Significant opportunity to develop tourism, leisure, retail and cultural sectors.
Growing business base	VAT stock has risen since 1994 at higher rate than regionally and nationally. However, VAT businesses per 10,000 resident pop. Have been in decline since 2000	Opportunity to encourage more of the growing population to enter self-employment and for existing small businesses to grow and register for VAT
Strong export performance	Competitive business base	Opportunities to assist exporting firms more
Delivery of regeneration initiatives	Enhanced infrastructure, increased business opportunities and promotion of Colchester	Need to maximize the opportunities for local businesses and residents
Increasing Congestion	Increased cost to business, environmental damage, reduced quality of life	Combined initiatives at Strategic level (A12 link) and local initiatives (greater take-up of travel plans)
Strong and growing knowledge base	A key competitive advantage	Increasingly an economic development driver and source of attraction for new businesses to locate in the Borough.
Issue/trend	Implication	Assessment
Relatively high use of Internet	A key competitive	Opportunity to increase

	advantage	regional, national and global visibility of businesses and for Colchester to enhance its ICT and infrastructure attract internet-based back offices to locate
Declining industrial sector	Need to address re-/upskilling of former employees and reuse of former industrial sites Maintain where possible former industrial sites as employment land	Rate of decline in Borough's manufacturing jobs is slower than regional or national drop – potentially more resilient?
Growing globalisation of economic markets	Greater downward price pressures on goods and services produced within the Borough	Opportunity for local businesses to address global market opportunities, capitalising on Borough's location and connectivity
Low and reducing claimant unemployment	Improved quality of life and life-chances for residents but restricts recruitment opportunities for expanding businesses	On-balance a positive message as reinforces economic health of Borough Creates pressure on employers to broaden their recruitment to "economically inactive" groups in the local population, potentially raising overall employment rate

6. Key Sectors in Colchester

The following section provides the context for the Economic Prosperity Strategy 2007-10 in terms of key employment sectors. Colchester's economy is markedly Service-dominated with 85% of all employee jobs in this broad activity area. Selection of key employment sectors is based on a combination of projected growth to 2021 and their relative contribution to the Colchester economy which currently stands at £17 billion. The future performance of these sectors together with emerging business clusters will help drive economic growth in the Borough. The strategy will target interventions at the following sectors:

- Manufacturing
- Construction
- Retail
- Finance, IT and other business activities
- Public administration, education and health
- Tourism

Manufacturing

Although in decline, manufacturing is still an important sector within the Borough, employing around 6,300 people in 480 firms (ABI 2005). In fact, the rate of contraction of Colchester's manufacturing sector has been less than half that experienced across the Region and the UK in the past decade, shrinking by some 15%. Clearly, local manufacturing offers strengths.

The role of the public sector is to assist the potential for firm recruitment and training needs to be adequately met and to encourage participation in networks of collaboration and innovation where market opportunities can be identified and accessed.

Construction

There will be significant levels of construction activity arising from new developments taking place in Colchester, the sub-Region and Region during the next ten years. This will create significant growth in jobs and new contract opportunities for local construction businesses and in the supply of construction materials.

However, there are difficulties in ensuring that skills shortages throughout the Construction sector are filled. Existing training provision does not always prepare people to undertake their trade at the speed required by the employer. To address this and get more local people onto local construction sites, work is underway to provide significantly more "on the job" accredited training.

Secondly, almost three-quarters of Colchester's 1,057 construction sector companies are small, having less than 50 employees and consequently lack the profile to win large construction contracts. A way forward is to encourage more of a partnership approach integrating local firm expertise and encouraging developers to use more local firms.

Retail

Retail is an important sector in the Borough which is a major Regional shopping centre. With 780 firms and 10,900 employees, retail firm size is strong in both small, medium and large enterprises. Moreover, retail is growing: since 1998 some 2,500 extra jobs have been created in the sector with the growth being strongest among those selling new goods in non-specialized stores especially the major national grocery chains. The casualties of this expansion have been independent food retailers. Yet, a particular strength of the Borough is its small, specialist shops with the Town Centre having some 200 independent traders and only 100 multiples the reverse of Chelmsford and Ipswich.

Actions for the Council and partners are to progress the redevelopment of the Town Centre to expand convenience good shopping in the St Botolph's regeneration project. With an increase in retail space of 350,000 square feet across a range of shop sizes, the attraction and balance of the Town Centre should be maintained and increased, supporting wider benefits for the Borough. Similarly, the Council continues to support the Colchester Town Partnership and the Business Improvement District plan for the Town Centre. With its partner organisations, the Council is addressing place marketing issues and working to put in place shared training and recruitment opportunities for local employers.

Finance, IT, other business activities

This sector is set for the second greatest level of future job growth with a projected expansion of 25% or 3,100 employees to 2021.

While financial services have been in decline over recent years, falling to below 3,000 employees in 160 firms, there are prospects to encourage more insurance and pension firms to relocate from London to the Borough. The Council will be pursuing these opportunities, working to market Colchester's advantages, ensuring adequate employment land, encouraging suitable office development and brokering training and recruitment support.

A positive growth is also likely for IT businesses, an area in Colchester has a strong presence with 340 firms employing around 600 staff. The Council is working with providers offering next generation broadband infrastructure to enable this sector – and, of course, the wider local economy – to prosper and, with the University of Essex and ExDRA, is developing an innovation network to support development in ICT and related areas.

Other business activities, essentially what is known as Business2Business services, are an area in which Colchester has particular strengths. Key areas are the legal and accounting firms and the advertising and recruitment agencies. The markets for these firms' services are not simply driven by growth in other sector areas but increasingly by their penetration of regional, national and international marketplaces. The role of the Council here is to support wider market awareness of these local areas of expertise through external promotion and place-marketing of the Borough.

Public administration, education and health

Health and education – covering both public and private sector activity – is set for the highest forecast level of job growth with an estimated additional 4,200 jobs by 2021 – a 20% increase.

While public administration will decline lightly, the role of Colchester as a Regional centre for public sector health jobs means that NHS services are likely to expand further together with increasing private sector care employment to

meets the needs of an ageing population. The role of the Council is to work with the health and social care sector to develop pre-recruitment training and employment initiatives which address staffing needs for entry-level positions.

Progressive expansion of the University of Essex, planned re-development and expansion at Colchester Institute and the need for many more school places mean that Education (lecturing, teaching and ancillary) posts will also increase. There are opportunities for Further and Higher Education to offer new courses which meet still further the needs of employers in the Borough and the sub-Region; the Council will be working to broker these needs and opportunities.

Tourism

The latest figures for Tourism (2005) show that Tourism was worth £189.6m to the economy of the Borough as in the same year more than 4.8m visitor trips were made to Colchester. This industry also supports 5,400 jobs within the Borough, with this number having increased by over one third in the past ten years.

However, several barriers such as the traffic and capacity issues in the town centre and gaps in accommodation provision could hold back growth, especially if they have an effect on the opportunities that could come to the town via 2012 and the prestige that this could bring to Colchester. By overcoming these barriers we will be able to increase the number of visitors and jobs.

Chapter 2 – What does Colchester aspire to be ?

7. Key themes and priorities of the Strategy

In the light of the research and analysis underpinning this Strategy four major themes have been identified. The thematic approach has been adopted to give greater clarity around the proposed actions and interventions in the delivery plan which can be measured by performance indicators (see 10).

Underpinning the four major themes of the Strategy will be a number of key priorities which will form a plan of action through which the Strategy will be delivered.

People

To develop and grow the skilled workforce needed to compete. At the same time to help address the barriers that may prevent people from accessing employment and improving their skills.

Tackling barriers to employment

Getting into or back to work can be especially difficult for many people for a range of reasons. There may be extra costs associated with childcare or the tax/benefit position which may remove the financial incentive to move off benefit income. More generally, lack of recent work experience reduces confidence and, over time, lack of work reduces motivation. Providing information, advice and guidance on the above is an important intervention.

Raising skill levels

Colchester's people need to be increasingly skilled to compete for jobs, retain them and to progress within the workplace. There are still unfilled vacancies because of a lack of applicants as well as potential employees who are not yet "job ready". To overcome this employers need to be able to better describe their individual and sector recruitment needs, now and in the future, in order that the public sector can help close the gap.

The approach to be taken requires two actions. First, more employers need to undertake workforce planning which can be shared with the public sector to generate sector specific training packages; adults will undertake training if there is a guaranteed job interview on completion and the training is practical, accredited, includes transferable skills and is brief. Secondly, employers need to encourage more of their existing staff to train and to develop training plans for their enterprises. There is considerable evidence that an employee who receives training supported by their employer is an added-value member of the workforce.

Tackling discrimination in the workplace

People with disabilities can suffer discrimination in entering the world of work; this is not only a waste of human resource, it is unjust. Many people on Incapacity Benefit have a mental health problem and those that do not, a physical disability; lone parents are often restricted in the type of work they can take because of employer attitudes and inflexible working patterns. In all cases, successfully bridging employer and employee needs brings dividends to both parties and creates more job opportunities than previously.

Adults who are 50 and above are another group which can experience labour market discrimination. While recent legislative changes have promoted a more positive view of older workers, there is a need for employers to actively encourage people in this age group to apply for opportunities and to support their skills and training needs.

Another group which, initially, can often encounter labour market disadvantage is newly arrived members of the Colchester workforce from, for example, the

European Accession States. For foreign nationals with a right to reside and work in Britain, a key step towards acquiring stable employment is gaining fluent language skills. Key areas for action are to facilitate the delivery of English as a Second Language as well as information and guidance on employability.

Addressing the impacts of concentrations of disadvantage

As noted earlier, some of Colchester's wards contain areas of economic and income deprivation which place them among the most disadvantaged 20% in England. This profile of disadvantage is closely related to the prevalence of social housing which has, due to housing market changes, become the tenure of least choice. In turn, local concentrations of disadvantage reduce life-chances for their residents, creating a negative spiral. Until the housing market provides a greater range of affordable accommodation and reduces the concentration effect of social housing, there is a need to increase employment opportunities and welfare advice outreach to these areas.

Enterprise

To develop existing and new ways of helping businesses to start, grow and prosper. By fostering a supportive and business friendly environment built on a strong entrepreneurial culture and demonstrating that Colchester is open for, and to, business.

Increase business start ups and survivability

The creation and survival of new businesses is vital for the future of the Colchester economy. Colchester currently has over 2,200 new businesses starting up every year. Over 60% of these businesses survive beyond the critical 3 year phase.

However, there are ongoing problems with finding sufficient premises with around 500 businesses each year struggling to obtain suitable and affordable accommodation. Similarly, there is also an identified shortage of "grow on" accommodation for well established businesses which needs to be addressed if local enterprises are to remain in the Borough.

Improve the provision and delivery of business support

There is a plethora of business support organisations able to provide a wide range of advice, support and practical assistance to companies. Currently the Council have over 70 partners providing business support. This can cause confusion for businesses about who to approach for assistance.

The Council has a role in helping to improve both the signposting and delivery of support to existing and prospective Colchester businesses.

Improve the supply of land and business premises

The Haven Gateway Land Study 2005 identified that whilst Colchester has 98 Hectares of employment land in the Borough only 2 Hectares can be classified as being of good quality.

For the future desired economic growth targets to be achieved it is vital to ensure the supply of good quality accommodation for businesses.

Develop and foster business clusters

Colchester has a number of significant business clusters such as ICT, creative companies, printing and environmental industries. Clusters are characterised by the physical proximity of mutually dependent businesses. This can be used to enable companies to improve their competitive performance through direct and indirect collaboration, the sharing of resources, customers and inputs. New information technology also provides an opportunity to develop 'virtual clusters'. Identifying and supporting existing and new clusters is an important strand of proactively increasing economic prosperity.

Ensure business retention

Ensuring that Colchester retains and grows its existing business base is key to its ongoing economic prosperity. Wherever practicable the Council will intervene with or without a partner organisation to retain and/or grow a business in the Borough. In circumstances where businesses do reduce their workforce there is an effective 'redundancy protocol' in place with partner organisations to mitigate the effect on the individuals affected as far as possible.

Support the development of a vibrant town centre

The town centre is an important source of employment and provides opportunities for local businesses. The creation of a successful Business Improvement District (BID) will help to create and maintain the vitality and vibrancy of the town centre and beyond in the lifetime of this Strategy.

Support Rural Initiatives

The rural areas of the Borough need assistance to encourage diversification and relocation of businesses. By working in partnership with Tendring District Council, Haven Gateway and EEDA (East of England Development Agency) a mapping exercise is now underway of redundant buildings. This could enable redundant buildings to be brought back into use. The Council will continue to use web-based and targeted marketing to enhance its support to the rural areas encouraging grant applications and developing further initiatives to assist local enterprises.

Develop Social Enterprises

Social Enterprises are businesses which operate with a non-profit making purpose but which aim to generate surpluses which, together with their direct employment benefits, deliver social, economic and environmental improvements. Examples are credit unions, housing associations, community development trusts which own property or land, environmental training organisations and trading co-operatives. The “sector” employs 5% of the UK workforce and has a combined turnover of £27 billion and, through recent Government encouragement (eg Community Investment Company legislation) is poised to grow further.

Initiatives will be created to facilitate the growth of existing social enterprises in Colchester and the formation of new ones where there is a business case for such assistance which will in turn deliver wide-ranging sustainable economic and community benefits.

Marketing and Promotion

Marketing and promotion is an increasingly important component of economic growth activity. Colchester needs to promote itself to its own people and businesses, not only to boost spending and investment but also to develop a sense of civic pride and commitment. The engendering of a strong and positive self-image is proven to reap substantial economic benefits for both residents and businesses.

Ensuring clarity of what Colchester has to offer

The overall promotion of Colchester by all organisations both public and private is currently rather fragmented and potentially confusing to the target audiences. Market feedback suggests there are widely differing perceptions of Colchester’s attractiveness. This is an issue for many towns and cities in the UK including London. Whilst Colchester’s traditional image is well established there is a pressing need to promote Colchester as being open for and to business with a clearly differentiated proposition that stands out from the competition.

Developing the Colchester message

Efforts to develop the Colchester message should play on Colchester’s strengths – based on what Colchester has to offer as a destination for business. This will need to combine the quality of business location (premises, people, gateway position) with quality of life (culture, countryside, education facilities) to form a really compelling proposition.

Promoting Colchester as a place

Like any successful company Colchester needs a marketing strategy that delivers a range of targeted messages, reinforcing one another and building a positive and coherent image. In short, Colchester needs promoting as a place, to people and as a place for people to do business.

Effective marketing through co-ordination

The need for greater cooperation, co-ordination and partnership working is particularly pertinent to marketing and promotion. The buy-in to the Colchester proposition is needed not just by the public sector but crucially by the private sector. Extensive evidence supports the view that developing and communicating a positive image and raising the profile of a place will deliver economic benefits far in excess of the initial investment. In short effective marketing and promotion works.

Leadership

To provide the leadership and co-ordination of local organisations and external initiatives which ensures local people and businesses receive the best possible assistance and the resources are used to achieve maximum effect.

Effective leadership for promoting and delivering Economic Prosperity

Strong leadership requires the Council to have good communication and consultation mechanisms to listen to, and involve local businesses and organisations.

This role also extends to representing Colchester's interests at the sub-regional, county, regional and national and European levels where policies and decisions impact upon the economic success of the Borough.

Effective co-ordination of local organisations and initiatives

A variety of economic prosperity initiatives are delivered in Colchester by a number of different organisations. Each one has a key role to play. However, it is important that these organisations share the same objectives to achieve the maximum impact and benefits for local people and businesses. It is the role of the Council to provide the leadership and co-ordination to realise this.

9. Funding and resources for the Strategy

Key to achieving much of the Strategy is ambitious and requires the Council to add significantly to its limited capacity by securing external resources. For

example, EU and Government funds for economic development generally require competitive bidding processes if they are to be drawn down to the Borough. Similarly, staff of economic development partner organisations can potentially be engaged to assist or deliver aspects of the Strategy.

The Council has a track-record of success in the above areas and will work where it can to obtain further resources to enhance its budget and deliver more over the life of this Strategy.

Chapter 3 - How do we achieve this 2007- 2010 ?

10. Delivery Plan

This Strategy will only be a success if its ideas and objectives implemented on the ground, making an identifiable, positive difference to Colchester and its people. Ensuring that the Strategy is delivered effectively will require us to do the following:

- Make the best use of resources available to support Colchester economic growth
- Develop effective and inclusive partnerships by identifying shared priorities and co-ordinating activities for maximum effect
- Ensure there is leadership to explain the direction of economic change in Colchester and its opportunities and implications

What follows is a draft delivery plan which takes the key themes and priorities and translates these into potential actions. The list is illustrative rather than exhaustive as much of the detail will need to be worked out in discussion with partners.

Theme: People

Priority	Potential Actions
Tackling barriers to	<ul style="list-style-type: none"> • Funding Signpost and the Learning Shop

employment	<ul style="list-style-type: none"> • Welfare Rights outreach • Developing projects under Investing in Communities
Raising skill levels	<ul style="list-style-type: none"> • Working with sectors (Construction, Retail and Hospitality, etc.) to encourage employers to adopt workforce planning and development • Developing sector specific pre-recruitment and training initiatives
Reducing disparities in labour market outcomes between groups	<ul style="list-style-type: none"> • Working with Jobcentre Plus and local labour market organisations to target information, advice and opportunities upon adults on Incapacity Benefit, Lone Parents and people with disabilities • Addressing the needs of migrant workers
Addressing the impacts of concentrations of disadvantage	<ul style="list-style-type: none"> • Supporting the development of labour market advice, information and welfare rights outreach services to target areas of the Borough

Theme: Enterprise

Priority	Potential Actions
Increase business start up and survivability	<ul style="list-style-type: none"> • Secure funding for the development of additional business incubation units • Service Level Agreements in place with key partners such as COLBEA and Business Link to increase the number of start ups and their subsequent survival to Year 3
Improve the provision and delivery of business support	<ul style="list-style-type: none"> • Maximise resource from the Enterprise Unit to deliver the advice and support that help businesses • Work with key partners to ensure that the provision and delivery of support benefits Colchester businesses
Improve the supply of land and business premises	<ul style="list-style-type: none"> • Work with the LDF process to retain and secure suitable employment land • Proactive approach to securing commercial development eg. Hotels
Develop and foster business clusters	<ul style="list-style-type: none"> • Mapping of existing and emerging business clusters • Targeted interventions aimed at growing business clusters such as networking events

Ensure business retention	<ul style="list-style-type: none"> • Targeted interventions aimed at retaining businesses in Colchester • Work with partners such as East of England International and ExDRA to further increase opportunities for Colchester businesses
Support the development of a vibrant town centre	<ul style="list-style-type: none"> • Secure a 'yes' vote for the creation of a Colchester Business Improvement District • Support retail initiatives in conjunctions with partner organisations such as the Colchester Retailers Association
Support Rural Initiatives	<ul style="list-style-type: none"> • Utilising redundant rural buildings for business diversification and relocation • Secure funding for rural specific initiatives
Develop Social Enterprises	<ul style="list-style-type: none"> • Encourage social enterprises to apply for available grants and funding • Develop greater knowledge of the social enterprise model to encourage more businesses to adopt this approach • Use SLA with COLBEA to generate social enterprise start-ups

Theme: Marketing and Promotion

Priority	Potential Actions
Ensuring clarity of what Colchester has to offer and developing the Colchester message	<ul style="list-style-type: none"> • Develop the key messages about Colchester businesses • Gain consensus from partner organisations
Promoting Colchester as a place	<ul style="list-style-type: none"> • Develop and implement a Colchester marketing strategy • Implement marketing campaigns which deliver the Strategy objectives

Theme: Leadership and Co-ordination

Priority	Potential Actions
Effective leadership for	<ul style="list-style-type: none"> • Full consultation with key partners

promoting and delivering Economic Prosperity	<ul style="list-style-type: none"> • Ensure that there is a shared understanding and commitment to the delivery of the Strategy
Effective co-ordination of local organisations and initiatives	<ul style="list-style-type: none"> • Ensure there is joined up implementation of the Strategy by key partners • Co-ordinate interventions across the Strategy themes • Work with key local organisations to identify and map each respective organisations role in delivering the Economic Prosperity Strategy

10. Measurement and Monitoring

Putting in place a robust methodology for measuring and monitoring the delivery of this strategy is vital. The Audit Commission has produced a suite of performance indicators to measure economic performance at local level. These indicators have been successfully piloted by 17 local authorities. The intention is to use the lessons from this pilot to produce a series of performance indicators which are specifically tailored to the delivery of the Colchester Economic Prosperity Strategy.

The following performance areas will be covered. An example of a potential performance indicator is shown in brackets:

- Employment (% of the working age population who are claiming Job Seekers Allowance)
- Earnings and Skills (% of population qualified to NVQ levels 4 & 5)
- Economic Vitality (Growth in Gross Value Added (GVA) per head of local population)
- Deprivation (Proportion of Super Output areas (SOAs) in the local authority that rank within the most deprived 20% of SOAs in the country)
- Town centre economy (pedestrian footfall to the town centre – survey)
- Workforce development and employability (% of employees and self employed that have received job-related training in the last ‘x’ weeks)
- Investment (jobs created and/or safeguarded to which the authority’s inward investment promotional and support activity has made a significant contribution)
- Business and social enterprise support (number of new business start-ups supported in the local area per 1,000 VAT registered businesses)

The performance indicators (with targets) will inform action on the ground. Actions can then be reviewed and, if appropriate, changed to ensure that targets are met.

The delivery of the Economic Prosperity Strategy measured and monitored by performance indicators is intended to provide rigour and transparency on economic growth in the Borough.

Economic Prosperity Strategy 2007 to 2010 Delivery Plan

APPENDIX B

Theme: People

Priority	Actions	Resources	Target Outcomes	Commentary	Traffic lights
Tackling barriers to employment	Direct funding of organisations capable of delivering our objectives using CBC Enterprise & Skills grants	Enterprise Team	To increase the overall employment level by 1,500 people	Target exceeded 1,800 increase in the number of employees to December 2008 resulting from assistance from CBC funded organisations. Overall in the borough employment rates increased by 10,500 over the same period.	
	Welfare Rights outreach	Welfare Rights Team	To increase the access level for advice and guidance by 500 and by an additional £1.5m	Revised WR Business Plan produced to increase delivery levels to achieve target. The Welfare Rights team now form part of Life Opportunities.	
	Develop projects using 'Investing in Communities' funding	Haven Gateway Funding of £220k deployed in 2007/08 to fund the post of Construction Initiatives Manager hosted by CBC	To increase the take up of employment initiatives by 5%	Building One Stop Shop' (BOSS) assisted 450 local people into work	
Raising skill levels	Working with key sectors (such as Construction, Retail and Hospitality, Financial Services, Print and Health and Social Care) to encourage employers to adopt robust workforce planning and development	Construction Initiatives Manager (working for CBC paid for by the Haven Gateway Partnership to March 2008)	To secure £200k of additional funding targeted at addressing skill gaps	Funding of £250k secured from Investing in Communities for Construction Initiatives. Worked with Business Link and Learning Skills Council to promote take up of skills and training grants/provision particularly through 'Train to Gain' funding.	
	Work with key funding and provider organisations to raise skills levels and skills mix in line with the Leitch review	Learning Skills Council discretionary funding, IIC funding, LABGI funding	To increase the working age population with a minimum qualification of NVQ2 by 13,000	Data from the Office for National Statistics to December 2008 show an increase of 8,900 people of working age in Colchester with a minimum qualification of NVQ 2. This performance is on trend to exceed the target of 13,000.	
	Proactively develop sector specific pre-recruitment and training initiatives	Enterprise Team	To deliver with key partners the appropriate mix of sector specific training initiatives to address skill gaps	Evidence of excellent delivery in sectors such as Construction, Hospitality and Engineering. Supply of suitable placements below demand exacerbated by the economic downturn and reorganisation of the Learning Skills Council and Skill Sectors Councils. Recent developments such as the National Apprenticeship Scheme and the piloting of 14-19 Diplomas will assist in closing some of the identified skills gaps in the local economy.	
Improving employment prospects for hard to reach groups	Working with Jobcentre Plus and local labour market organisations to target information, advice and opportunities to hard to reach groups such as adults on Incapacity Benefit, Lone Parents and people with disabilities	Enterprise Team via grant to Signpost and through formation of "Colchester Works" - a grouping of all local employability partners, to improve referral and cross-referral of clients to training and jobs.	To increase the overall employment in target groups by 300	Signpost Greenstead achieves 300 into work from 500 clients from workless groups each year	
	Welfare Rights outreach	Job Centre Plus Signpost	To increase the level of engagement with hard to reach groups by 5%	Increase in outreach work has exceeded target	
	Identifying and addressing the needs of migrant workers	Enterprise Team Welfare Rights Team LABGI funding IIC Funding	To develop and deliver initiatives targeted at assisting migrant workers	Research used to obtain a clearer understanding of the needs of migrant workers. Activities underway with Polish and other Accession state nationals. LABGI and Investing in Communities funding has not been available for this priority.	

Improving life chances and addressing the impacts of concentrations of disadvantage	Supporting the development of labour market advice, information and welfare rights outreach services to target areas of the Borough	To reduce the overall number of workless people in target neighbourhoods by 500	Signpost achieves 300 into work from 500 clients from workless groups each year. Waitrose training and employment initiative facilitated 50 JCP clients into work from priority wards (St Anne's, St Andrew's, etc) and priority groups. Planned retail initiatives for Sainsburys will target priority groups and areas for up to 100 jobs in 2010.
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Theme: Enterprise

Priority	Actions	Resources	Target Outcomes	Commentary	Traffic Lights
Increase business start up and survivability	<p>Service Level Agreements in place with key partners such as COLBEA and Business Link to increase the number of start ups and their subsequent survival to Year 3</p> <p>ECIF Project with University of Essex and Colbea (NEW)</p> <p>Secure funding for the development of additional business incubation units</p>	<p>Enterprise & Skills grant funding agreed by the Cabinet on an annual basis</p> <p>Grant to Colbea (£50k) for 42 additional business starts + £5K to UoIE</p> <p>EEDA funding for North Colchester and the University of Essex BIC incubation spaces</p>	<p>To increase the number of new businesses by 500+ of which 75 will be "innovative businesses"</p> <p>20,000 VentureNavigator interventions; 3 business skills workshops; training courses for 400 delegates; 12,000 online networking interventions; 100 placements and internships</p> <p>To increase the provision and take up of incubation space by 100 units</p>	<p>The number of new businesses assisted by COLBEA or Business Link exceeds 1,800 to date. The number of new businesses defined as being "innovative "scientific and/or knowledge based" is 144.</p> <p>Creative industry workshop being planned; contribution to placements supported; info being developed for financial industry skills; marketing of VentureNavigator via Colbea and CBC.</p> <p>Influenced positively Development Team to support in kind for incubator at Stane Park. Also promoted incubation and grow on policy; Planning gain agreed for 36 unit incubator on Stane Park; £1 million EEDA funding achieved in 2007 for North Colchester Incubation (38 units) + grow-on and bid for adjacent land increased by £90K through engagement of a late bidder; Paxman redevelopment provided £378,000 for additional business space/employment in East Colchester. Approx 30 units to be delivered via Cultural Quarter - second phase of Garbe development. Possible 25-30 incubation units from University Innovation Centre.</p>	
Improve the provision and delivery of business support	<p>Promote business start ups to minority target groups</p> <p>Maximise resource from the Enterprise Team to deliver the appropriate advice and support for businesses</p> <p>Work with key partners to ensure that the provision and delivery of support benefits Colchester businesses</p>	<p>Investing in Communities funding, S.106 Planning Gain, European Union (EU) Funding, LABGI</p> <p>Business Link funding for joint initiatives LABGI funding, iIC funding</p> <p>Enterprise Team</p>	<p>Increase awareness and business start up rates in groups currently under represented in the business community such as women, under 25s, over 50s.</p> <p>To provide 1,500 businesses with support to help raise their productivity</p> <p>To have a Service Level Agreement in place with 9 key business support partners</p>	<p>Whilst none of the original identified funding sources have been secured funding has been obtained from the Local Area Agreement Reward Grant to undertake this work.</p> <p>Support for Colbea and joint initiatives with Business Link has exceeded this target with performance to date of 1,800 business assists. In addition Business rate relief campaign has assisted 260 businesses resulting in Colchester having the highest level of Business Rates Relief take up in Essex (90%+).</p> <p>SLAs in place with Colbea, Signpost and draft with Business Link. Small Business Engagement Accord signed with the Federation of Small Business. Memorandum of Understanding/formalised working agreements in place with all the other partners.</p>	

Improve the supply of land and business premises	Work with the Local Development Framework process to retain and secure suitable employment land	Wider CBC team (Planning, Tourism, Environment)	To secure additional 10 ha good quality land for employment (currently 2 ha)	Influenced positive allocation of land at Stane Park (6.8 ha) given outline planning permission in May 2007 for up to 3,500 jobs. Potential site allocations receiving policy input/drive. Additional 3.2ha.	
	Proactive approach to securing commercial development eg. Hotels	Enterprise and Tourism teams	To secure 2 new hotel developments	Hotel development policy activity (Humberts Study - July 2007) Significant commercial enquiries across range of hotel grades and sites to date. Greyfriars site and St Botolph's (Cultural Quarter) proceeding. North Colchester hotel planned to be delivered as part of Stadium enabling development	
	Research and submit a draft Supplementary Planning Document (SPD) to ensure Retention of Employment Land and Provision of Business Space	Enterprise Team	Ensure that mixed-use development does not reduce the net supply of employment land and/or business space	Provisions of SPD incorporated in Development Planning Document by Spatial Planning as part of the Local Development Process. Mechanism now exists to maintain land and/or space or to obtain land or payment to compensate for loss.	
	Enable build out of Cuckoo Farm business park	Enterprise Team	To secure the provision of additional 40,000 m2 retail and office floor space	Economic input to make CfF2 bid for A12 junction successful (£11.4m), enabling delivery of employment space for 5,300 jobs	
Develop and foster business clusters	Define and prioritise existing and emerging business clusters	ExDRA	To increase the number of creative businesses by 20	Target exceeded. Highest total number (400+) in Essex.	
	Targeted interventions aimed at growing business clusters such as networking events	LABGI funding	To increase the number of environmental businesses by 20	Target exceeded.	
		Business Link funding	To establish and facilitate a Business Energy Club	Essex Resource Efficiency Club meeting held in July 2008 as as launchpad for Business Energy Club. Initiative now being progressed through 'Green Doctor' Scheme using funding from Local Area Agreement Reward grant funding of £60k.	
		Enterprise Team	To establish effective networks in all key clusters	Preparatory work begun for construction and creative and media and environmental	
Ensure business retention	Targeted intervention aimed at retaining businesses in Colchester	East of England International	To increase the expansion and retention of 12 medium to large companies (LAA)	Targeted company visits to 50+ companies to exceed target	
	Work with partners such as East of England International and ExDRA to further increase opportunities for Colchester businesses	ExDRA Business Link Other key partners	To secure additional funding and support to assist 100 existing businesses to increase their productivity	260 additional businesses supported through business rate relief campaign, saving total estimated £150K in tax (2007-08).	
	Attract Foreign Direct Investment	East of England International	To create 50 new jobs through Foreign Direct Investment (LAA)	50+ new jobs from Dutch company (Triveco) and Ewals Cargo	
Support the development of a vibrant town centre	Support retail initiatives in conjunction with partner organisations such as the Colchester Retailers Association	Enterprise Team & wider CBC Team	To broker greater integration of key partners to support retail initiatives	Xmas lights funding and organising activity taken in house and with Town Centre 'group' to effect successful delivery. Car parking offers now well established and actively promoted by businesses.	
	To produce a Town Centre Strategy	Enterprise Team	A shared vision for the future development of Colchester Town Centre	Council support given to CORBA, LSP, Chamber. Work currently underway in Strategic Policy and Regeneration will lead to a shared coherent vision and strategy for the Town Centre	

Priority	Actions	Resources	Target Outcomes	Commentary	Traffic Lights
Support Rural Initiatives	Utilising redundant rural buildings for business diversification and relocation	EEDA/iIC Funding/LABGI funding	To utilise 10 redundant rural buildings for commercial use	Three sites - all multi-building - visited and being advanced through planning (more than 10 units in all).	
	Secure funding for rural specific initiatives	Haven Gateway Partnership funding	To secure £150k of additional funding for rural initiatives and/or to identify and bring back to commercial usage redundant rural buildings	Aug 2008 - iIC funding for Rural Co-ordinator of c. £25K. Anticipated additional funding did not materialise following the EEDA decision to reallocate Investing in Communities funding from HGP to Essex County Council in 2008	
Develop Social Enterprises	Encourage social enterprises to apply for available grants and funding	Enterprise Team	Promote the adoption of small-scale sustainable rural employment business schemes	Input to LDF Core Strategy Input to rural DPDs Input to Development Team/applications	
	Develop greater knowledge of the social enterprise model to encourage more businesses to adopt this approach	COLBEA	To host a regional conference to bring together funding and support organisations with prospective social enterprises	Conference held in November 2009 to promote SE.	
	Use SLA with COLBEA to generate social enterprise start-ups	iIC funding COLBEA	To create and support 20 social enterprises	Dedicated grant funding to Colbea of £ 14k pa for this purpose 3 new social enterprises formed. 11 live enquiries.	

Theme: Marketing and Promotion

Priority	Actions	Resources	Target Outcomes	Commentary	Traffic Lights
Ensuring clarity of what Colchester has to offer and developing the Colchester message	Develop the key messages about Colchester businesses	Enterprise Team, CBC Marketing Coordination Group	To agree key messages and the Colchester business unique selling proposition (USP)	Publication and dissemination of key facts booklet, Choose Colchester Business Map, Business Directory and Economic Prosperity Strategy	
	Gain consensus from partner organisations	Enterprise Team	As above	Created the Colchester Business Group (CBC/2020/Federation of Small Businesses/Chamber of Commerce/Institute of Directors/Colchester Retail Business Association/Several Business Group/Destination Colchester to provide a collective business voice and vision	
Effective coordination of local organisations and initiatives	Develop and implement a Colchester marketing strategy for businesses	Enterprise Team	To raise the level of business confidence in Colchester as measured by the Annual Business Survey	Marketing strategy developed and implemented.	
	Implement marketing campaigns which deliver the Strategy objectives	Enterprise Team	To increase the level of business engagement with opportunities such as Regeneration and 2012	May 2008 £3.1m of confirmed contracts resulting from production and distribution of the Colchester Business Directory.	
	Measure the effectiveness of activity through post campaign evaluation	Enterprise Team	To increase the total value of contracts awarded to Colchester businesses by £10m	Contracts awarded in in excess of £10m by March 2010	
	Tour Series stage acquired for Colchester (NEW)	Cycling Town/ECC/CBC/EEDA	To stage a successful event to promote Colchester, its Town Centre and sustainable travel	Achieved and £15K of EEDA funding obtained; £129K of additional funding brought in	

Theme: Leadership and Co-ordination

Priority	Actions	Resources	Target Outcomes	Commentary	Traffic Lights
Effective leadership for promoting and delivering Economic Prosperity	Full consultation with key partners	Enterprise Team Wider CBC Team 2020 Local Strategic Partnership Key partners Other partner organisations	To obtain 'buy in' and commitment to the Strategy from all key partners	121 consultation completed February 2008. Achieved with COLBEA, Business Link and the Chamber of Commerce,FSB and CORBA	
	Ensure that there is a shared understanding and commitment to the delivery of the Strategy	Enterprise Team	As above	Use of pooled and aligned resources with COLBEA and Business Link to increase level of assits for new and existing businesses	
Effective co-ordination of local organisations and initiatives	Ensure there is joined up implementation of the Strategy by key partners	Wider CBC Team	As above	Creation of Colchester Business Group (see reference above)	
	Co-ordinate interventions across the Strategy themes	2020 Local Strategic Partnership	To maximise the benefits and resources of partnership working through Service Level Agreements or Memoranda of Understanding	Resulted in a number of successful joint initiatives with 2020	
	Work with key local organisations to identify and map each respective organisation's role in delivering the Economic Prosperity Strategy	Key partners Other partner organisations	As above	Activity integrated into meetings with key partners	





Policy Review & Development Panel

Item
9

11 January 2010

Report of	Head of Strategic Policy and Regeneration	Author	Karen Turnbull
Title	Review of the Colchester Destination Development Plan 2006-9		
Wards affected	All Wards but particularly Castle, Dedham, Stanway, Wivenhoe, West Mersea and Tiptree		

This report concerns the outputs and outcomes of activity of the Council's Tourism & Visitor Services team in delivering the Colchester Destination Development Plan between 2006-2009

1. Decision(s) Required

1.1 Members are invited to consider the contents of this report and to offer comments.

2. Reasons for Decision(s)

2.1 Tourism is an increasingly important contributor to the Borough's economic mix. In 2007 (the latest year for which figures are available) tourism was worth £197m to the Borough's economy.

2.2 Since 1993 the value of tourism increased by 212% from £63m in 1993 to £197m in 2007. Tourism also supports more than 6000 jobs in the Borough, this is a 75% increase since 1993. More than 4.4m visitor trips were taken to Colchester and the wider Borough, a 56% rise on the 1993 figure.

2.3 These very positive trends show that Colchester is a developing visitor destination. Additional evidence is provided on the ground by the degree of continuing investment by local tourism businesses such as Colchester Zoo, Layer Marney Tower, Beth Chatto's Gardens and some hotels as well as public sector attractions such as Colchester Castle Museum, Colchester Leisure World which have invested many millions in improving the visitor experience over the years.

2.4 However, Colchester has significant development potential in tourism terms. In the next decade-plus place making in Colchester will continue to develop and improve as a visitor destination and take its rightful place on the regional, national and international stage. There are four regeneration areas in Colchester, and these projects plus other infrastructure development means that Colchester will have:

- A new park and ride facility
- New coach parking offering
- Improved interpretation of Colchester's history and stories
- The UK's only Hotel School – a prestigious development at Wivenhoe Park planned to open in 2011
- A new junction from the A12 trunk road – due for completion March 2011
- 4 new hotels
- A new cultural quarter

- A new Roman Circus attraction (remains of the Country's only Roman Circus was discovered in 2005)
- Continuing improvements to existing attractions and accommodation (eg: Colchester Castle Museum will undergo a series of phased redisplay during 2011)
- 17,000 new households – key to generating tourism from visiting friends and relatives
- 550,000sq ft of new retail space in the town centre (equates to 65 new retail units)
- Landmark architecture – a new department store and bridge
- The VAF with new parkland with views of the Roman wall, new film screening facilities, café and 200 seat theatre – due to open in 2011
- Colchester is also approved as a host destination for an Olympic/Paralympic team as an official training camp. Colchester has excellent facilities in the form of the Human Performance Unit at the University of Essex and the Garrison also has sports training facilities and is building a new Rehabilitation Centre. In addition Colchester has some excellent facilities for specific sports including basketball and para-basketball and swimming

2.5 Local people play an important role in tourism from inviting friends and relatives to stay and visit local attractions, visiting restaurants and attending events to choosing to spend their leisure time and budget locally rather than travel further afield. In this way a healthy tourism industry provides greater choice, enhances local quality of life and makes Colchester a great place to live.

3. Alternative Options

3.1 The alternative would be not to produce a Strategy. This would represent a missed opportunity to fully capitalise on Colchester's potential as a visitor destination and subsequent economic benefits in terms of business and employment opportunities for the Borough and social benefits in terms of the degree of choice of leisure opportunities and quality of life for local people.

4. Supporting Information

4.1 The Council's first Tourism Development Plan was published in 1996. This was followed by three other tourism strategies aiming to develop Colchester as a visitor destination by developing services and establishing a framework for future development.

4.2 The 2006-9 Destination Development Plan (DDP) took a more strategic view and aims to take Colchester to the next level of tourism development by addressing infrastructural and visitor experience weaknesses in the destination.

4.3 The current Destination Development Plan was produced in consultation with the local tourism industry and other key interests and sets out the Council's priorities in developing Colchester as a visitor destination. The Plan:

- Is used as a reference for local businesses planning their future in tourism
- Encourages greater understanding of the nature of tourism locally and regionally
- Gives direction for the future of tourism in the Colchester area and so unites the local tourism industry

4.4 The Plan has helped raise the profile of tourism in the area, has reinforced its importance in economic development and employment terms and helped create a climate to enable the industry to maximise opportunities to attract visitors.

- 4.5 As well as sustaining tourism's core activities, five additional areas of activity were identified for action in the Destination Development Plan in order for Colchester to capitalise on its tourism potential, these are:
- Developing accommodation provision in order to satisfy growing demand
 - Improving the interpretation of Colchester's stories in order to improve the visitor experience and create a sense of civic pride among local people
 - Promoting the Park & Ride service in order to manage traffic impacts and help visitors and local people get the most from their trip
 - Reviewing the delivery of information services in order to meet customer needs and expectations of local tourism businesses
 - Improving the street scene/toilets in order to enhance the visitor experience and create pride in Colchester

4.6 A paper detailing the outputs and outcomes delivered to support the Colchester Destination Development Plan 2006-9 is attached at appendix A.

4.7 Highlights to note are:

- The positive trends in the three key performance indicators (volume of visitor trips, economic impact of tourism and number of local people employed in tourism) sustained from 1993. The value of tourism was £197m in 2007 (the latest year for which figures are available). Tourism also supports more than 6000 jobs in the Borough and more than 4.4m visitor trips were taken to Colchester and the wider Borough in 2007.
- Colchester's high quality information services have been acknowledged nationally with the VisitColchester Information Centre winning Silver nationally in the EnjoyEngland Awards for Excellence under the National Tourist Information Centre of the Year category.
- Identification of further opportunities to improve the visitor experience and stimulate civic pride and understanding of Colchester's history through interpreting the Roman Walls for instance and the recently announced Heritage Lottery Funded redisplay of Colchester Castle Museum which commences in 2011.
- The serious interest from developers, agents and operators in developing hotels in Colchester which has been generated following the publication of the Humberts Report with developments anticipated to commence in 2010.
- There has been both service development and improvement in the provision of information services for both visitors and local people, both through electronic information provision as well as face-to-face from the VisitColchester Information Centre. Similarly, local tourism businesses have been supported to encourage and enable the supply of services in both ways.
- The Welcome Mat and Choose Colchester parking initiatives have made Colchester a more welcoming place to visit, are addressing key weaknesses identified through visitor research and are impacting on the wider economy through making Colchester a better value place to visit.
- The Colchester tourism team is regularly called upon to share its best practice at national and regional level.
- Colchester's street scene and toilets have also been improved following significant investment and programmes such as the Creative Conveniences project in the town centre and at Dedham

In addition, partnerships have been developed and sustained with:

- the Dedham Vale Visitor Management Group which collectively manages tourism in the Dedham Vale tourism hotspot, for instance, by influencing Tate Britain and the National

Portrait Gallery to consider and promote walking and cycling in the Dedham Vale when promoting the Constable exhibition at the Tate and his portraits at the NPG next year

- the Haven Gateway Partnership to influence cruise tourism resulting from the development of Harwich International Port
- East England Tourism, the regional body responsible for tourism, in terms of joint promotions, particularly e-marketing which was a first for a regional destination in 2009.
- And Essex Tourism in terms of securing media coverage for Colchester and the surrounding area as well as Essex County Council jointly funding major events such as the Tour Series which generated over an hour of prime time TV coverage for Colchester as well as providing an exciting spectacle on the streets of Britain's oldest recorded town for visitors and local people alike.

4.8 It can be seen that significant progress is being made both in improving the visitor experience and also providing the infrastructure necessary for growth. However, there are some areas of delivery, such as tourism skills development, which need to be progressed further in order to make an impact on the ground. This is acknowledged to be a structural issue within the tourism industry nationally. However, it is anticipated that the UK's only Hotel School, a prestigious new development at Wivenhoe House Hotel, will enable local hotels to develop hospitality skills and compete more effectively. This builds on the nationally recognised strength of the Colchester Institute's School of Hospitality which is a partner in this important project.

4.9 Tourism is a highly competitive industry and improvement will always be required in order to compete effectively and realise Colchester's potential as a visitor destination.

5. Proposals

5.1 The proposal is to have a new tourism strategy in place, to be reviewed and subsequently updated for the period April 2010 to March 2013.

6. Strategic Plan References

6.1 With significant new attractions, investment in existing attractions and new experiences in the pipeline Colchester is well positioned to continue to develop tourism, benefit local people through the improved quality of life and employment opportunities it brings and make Colchester a place where people want to live, work and visit.

7. Consultation

7.1 The Destination Development Plan was developed during 2005 in partnership and with full consultation with the local tourism industry, which comprises: accommodation providers, attractions, event organisers, local business groups and tourism associations, county and regional tourism organisations.

8. Publicity Considerations

8.1 Britain's oldest recorded town, tourism and its impact on the local economy continue to be of key interest to the local and regional media.

9. Financial Implications

9.1 The Council's financial contribution to promoting Colchester and the surrounding area as a visitor destination, encouraging local people to choose to spend their leisure time and

budget locally and helping to inform people of things to do, places to visit and places to stay has developed a healthy visitor economy worth £197m to the Borough.

9.2 Council run visitor attractions such as the Museums, Aqua Springs, Castle Park and High Woods Country Park also significantly enhances the visitor offering.

9.3 For every **£1** spent by Colchester Borough Council there is a return on this investment into the wider Borough economy of **£562.05**.

9.4 Sustaining and developing Colchester as a visitor destination in order to realise its potential as a visitor destination is a proven driver for job creation for local people and may provide employment opportunities for those who are out of work.

9.5 The tourism service has seen significant budget cuts this year which are risking the Council's ability to lead the development of tourism. This involves providing a positive context for further development of the tourism sector via policy development and action through its visitor attractions. This approach creates confidence among the private sector, encouraging further investment in the visitor experience which all help to improve Colchester's image and reputation. The implications of further cuts to the tourism and visitor services budgets are:

- *A Decrease in the contribution that tourism makes to the Borough's economy* in terms of job creation and quality of life
- *Reduced ability to work with others to develop Colchester as visitor destination and reposition Colchester from a market town to a leading visitor destination* competing on the national stage in order to realise Colchester's tourism potential
- *Reduced ability to raise the awareness of Colchester* and its tourism offer through marketing and promotional activities to encourage people to visit
- *Reduced ability to provide a confident context and support for local tourism businesses* to work together in order to maximise the effectiveness of tourism resources
- *Inability to improve the quality of the tourism experience* in order to encourage repeat and recommended visits and enhance the image and reputation of Colchester
- *Inability to encourage tourism development that is sustainable and manage the impacts of tourism in sensitive communities* to balance the needs of the
 - Community - ensuring that a sense of community identity is maintained rather than overwhelmed by tourism
 - Environment - ensuring that the essential elements of what visitors come to see are preserved.
 - Economy - ensuring that local businesses (including those which do not depend on tourism) and are not disadvantaged by tourism
- *Reduced ability to provide information services for visitors for residents of and visitors to the Borough*
- *Reduced ability to work with local tourism businesses and others* to foster productive partnership working and ensure that there is up to date and relevant information published on the www.visitcolchester.com website

10. Equality, Diversity and Human Rights implications

10.1 Colchester Borough welcomes people from all over the world, of all ages, cultures, religions or beliefs, disabilities and sexual orientation. More than 90,000 people use the VisitColchester Information Centre every year with a further 661,424 people being served around the world by the Borough's official tourism website www.VisitColchester.com

- 10.2 The services provided by the tourism team have been acknowledged many times in recent years (see page 14) culminating in the VisitColchester Information Centre being awarded Silver nationally in the EnjoyEngland Awards for Excellence under the National Tourist Information Centre of the Year category in April 2009.
- 10.3 All tourism businesses, partner organisations, visitors and other customers are treated equally and fairly. An Equality Impact Assessment has been completed and is available on the www.colchester.gov.uk website by following this link: http://www.colchester.gov.uk/Info_page_two_pic_2_det.asp?art_id=7999&sec_id=1988 and clicking on 'Destination and (Tourism) Development Plan'
- 10.4 There are no specific human rights implications.

11. Community Safety Implications

- 11.1 There are no specific community safety implications.

12. Health and Safety Implications

- 12.1 There are no specific Health and Safety implications.

13. Risk Management Implications

- 13.1 There are no specific Risk Management implications.

Background Papers

Appendix A: Review of Colchester Destination Development Plan 2006-9

Appendix B: Colchester Destination Development Plan 2006-9.

Colchester Destination Development Plan 06-9

Purpose of this paper is to:

Brief the Policy Review & Development Panel on the outputs and outcomes from the Council’s Destination Development Plan 2006-9.

Background

The 2006 Destination Development Plan is the Council’s fourth strategy since 1996 to develop tourism and visitor services in and around Colchester.

Five key issues were identified during 2005, which need to be addressed if Colchester is to realise its potential as an important and influential regional visitor destination and take its rightful place on the regional and national tourism stage.

Actions to date:

Key issue	Actions to date
<p>Interpretation</p> <p>Interpret the area’s key natural and built sites and stories in accordance with the 2005 Creative Spaces in Strategy order to:</p> <ul style="list-style-type: none"> • Widen access to Colchester’s key sites and stories in creative ways • Improve the quality of the visitor experience • Create a sense of pride in and appreciation of the place among local people • Add new things to see and do for visitors and locals alike 	<p>PLANS</p> <ul style="list-style-type: none"> • Interpretation plan for Castle Park will be delivered early 2010 • Stage 1 Heritage Lottery Funding (HLF) secured to redisplay the Castle Museum in 2011 • Roman Circus interpretation redrafted proposal under consideration following HLF bid rejection 2009. • Heritage Strategy was developed (2008). This is a high level strategy which will help support future funding bids. • Cross service Interpretation Group identifying EU funding opportunities for interpretation projects 2009 • A Public Art Investment Strategy was developed (2008) to identify areas within Colchester which have potential for interpretation through public art, Section 106 opportunities and long term maintenance plans for public art. <p>ACTIONS</p> <ul style="list-style-type: none"> • Video for guided tours published on new VisitColchester website and kiosk in October 06 • Town to Sea Trail from town to the Hythe developed with three artists interpreting the Hythe area through public art - launched January 2008 • Creative Conveniences project brings public art and interpretation into Lion Walk toilets July 2008 and Dedham 2009.

	<ul style="list-style-type: none"> • Festival Coordinator was to be appointed Summer 2008 presenting an opportunity to interpret Colchester's stories through events. However, this post was withdrawn by the new Administration and Colchester 2020 has appointed an advisor to consider festival development and provision (Dec 2009). • New themed tours with professional Guides have been developed: Dedham, Lexden, New Town, Census 1901 & all that, Criminal Colchester, Bloodcurdling Colchester, Structures with Style, Halloween Horrors, Statues, Sculptures & Street Furniture, Entertainment in Colchester (Cinemas & theatres), Saxon Colchester, Georgian Colchester, Tudor Colchester, Town to Sea Trail • New Park Ranger appointed (2008) who will have emphasis on Environmental Education. • Two new Blue Plaques were erected (2008) on two private houses. These plaques commemorate the bravery of two former Colchester soldiers who were awarded the Victoria Cross. • The Big Garden Project took place at High Woods Country Park (2008) planting Essex species of apples and other plants. Groups come in and work to help with the planting. Public artists have been commissioned to create artwork, photography and information boards to support and explain this project to visitors to High Woods Country Park. • Natural History Museum phase II £80,000 redisplay was completed early Summer 2008.
<p>Accommodation Provide more accommodation capacity across the board in order to satisfy growing demand</p>	<ul style="list-style-type: none"> • The Humberts Report detailing a Sequential Site Assessment and Hotel Capacity Study for Colchester completed March 2007. In view of the downturn in the global economy and increased likelihood of hotel development as a result of the downturn in the residential market, it was decided to commission a review of the Humberts Report 2007 in April 2009 and to test a new location for hotel development at Stanway. • Conclusions, Colchester needs: <ul style="list-style-type: none"> ○ boutique hotel of 20-40 rooms in St Bots immediately ○ 3 star hotel of 50-100 rooms in Vineyard Gate immediately ○ upper 3 / 4 star hotel of 150 rooms with conferencing facilities in East Colchester in 2008-10 ○ large branded 3 / 4 star hotel north Colchester in 2010-15 <p>The report is being used in the Evidence Base for the LDF and has helped to deliver two new town centre hotels (Planning Applications anticipated in 2010). It has been used in assessing design plans for St Botolph's and by ECC when considering the sale of East Hill House and Greyfriars as well as helping Planning decisions on inappropriate locations.</p>

<p>Transportation Actively promote the Park & Ride service in order to:</p> <ul style="list-style-type: none"> • help visitors and residents to get the most out of their trip • manage traffic impact from visitors <p>improve the quality of life for town centre residents</p>	<ul style="list-style-type: none"> • North Colchester P&R due 2012 • Temporary P&R at Community Stadium due early 2009. Plan withdrawn by Cabinet June 2008. • Coach parking influencing new & improved provision at North Colchester either at the Stadium and/or at the Park & Ride – 2007 • New Parking availability signs installed around the town centre 2007. Destination Benchmarking Research (on street visitor opinion research) showed this to be the most noticed and appreciated improvement – 93% stated they found it easy/very easy to find parking in 2007 (compared to 82% in 2006) • Funding for new junction from A12 agreed March 2009 which will also deliver a Park & Ride for North Colchester, anticipated completion date March 2011.
<p>Information Review delivery of tourism & visitor services in order to meet continually changing customer needs and expectations of information providers</p>	<p>SERVICE PLANNING Review of the delivery of Visitor Services completed Autumn 2006 and new Full Time position created within existing resources. Appointment made and team completed in March 2007.</p> <p>Fundamental Service Review of Tourism & Visitor Services took place between January & March 2009. A preferred option for future delivery was identified and is currently being explored further. £30,000 was cut from the Visitor Services budget (VisitColchester Information Centre) and a further £9,500 was cut from the Marketing & Tourism Development budget.</p> <p>Visitor Services Business Plan (comprising an income generation plan and communications plan) was developed during 2008.</p> <p>NEW INCOME STREAMS:</p> <ul style="list-style-type: none"> • New Travel Style agency contract won in April 2006 – has generated around £54,000 of additional turnover (£5400 additional income) annually since then. However, this income stream has virtually dried up as the recession hits the investment income of the Travel Style customer • New payment system for accommodation providers launched in May 2006 has proved popular and is generating more income • Sponsorship: 5 website theme buttons have been sold. This has generated £2000pa. • New Agency arrangements in place for Europa Ferries, Fizz Coaches, Youth Hostel

	<p>Association and the Ramblers Association (Boons Calibre Coaches pending)</p> <ul style="list-style-type: none"> New agency arrangements for events: Concert at Stansted Mountfitchet Castle in August 2008. 3 events for Snake in the Grass. Military Festival every other year, Essex Storytellers, Dedham tours, outdoor Shakespeare in Castle Park, charity concerts, Charterhouse Theatre open air event at Layer Marney Tower, Suffolk Show, Cricket Festival, Priory Players and Zippos Circus. Pitched for: Tending Show tickets, Ticketmaster and Crusader Holidays in Clacton. <p>NEW SERVICES</p> <p>A new 24:7 real time information kiosk was installed in November 2006. Stats show that an additional 650 people are using the kiosk a month and are spending an average of 3 minutes on it</p> <p>Pedestrian Signage Phase II programme £90,000 funding from the Capital Programme released March 2008. Implementation programme to be developed.</p> <p>New look & feel for Colchester tourism campaign launched Feb 2008.</p> <p>Extended information provision at Waterstones Bookshop at the University of Essex launched in June 2008 as part of national partnership with VisitBritain.</p> <p>Pedestrian signage updated with firstsite name amend and new mapping – completed April 2008.</p> <p>Establish a tourism skills development programme with key industry providers/influencers:</p> <ul style="list-style-type: none"> Proposal to taxi drivers – Mar 08, no response from the Association Influencing content of Taxi Drivers' Knowledge Test – May 08, proposal agreed by Licensing team Outreach training service for accommodation providers – ongoing and established as core service Tour Guides Business Plan received Feb 2008 LSC Business Link – Feb 2008 exploring possibility of briefing their advisors about importance of tourism and how to engage with us Familiarisation training (Guided walking tour & meet the Visitor Services team at the
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<p>VIC) with Civil Enforcement Officers (formerly Parking Attendants) with Guides and Visitor Services being trained in May 2008</p> <ul style="list-style-type: none"> • Meeting University of Essex to explore possibilities for skills development May 08 • Meeting Train to Gain team at Colchester Institute to explore possibilities for skills development June 08. • Explore bid for skills around the Olympics Legacy Trust (2009) • Town Centre handyman to have familiarisation training and carry information – Summer 08 • Street Care Officers & Parking Attendants to have familiarisation training – Summer 08 • Review of services provided by 50 qualified Tour Guides – Autumn 2009. <p>New 'Welcome Mat' signage concept being developed for car parks which welcomes visitors to Colchester, orientates them and links up with existing pedestrian signage. The concept was tested in Sheepen Road car park in 2008 and was rolled out to other car parks during 2009.</p> <p>New 'Choose Colchester' parking packages group established in 2009 to devise, pilot and monitor different approaches to parking in order to make Colchester a better value place to visit.</p> <p>SECURE MORE PR FOR COLCHESTER ...</p> <ul style="list-style-type: none"> • Familiarisation trip by 10 VisitBritain personnel to Colchester July 06 • VisitBritain Brussels visit to Colchester November 06 • Colchester was Destination of the Month in August 2006 on the VisitBritain website media room • Sept 06: VisitBritain using shots from Layer Marney in the Autumn Enjoy England campaign which will involve posters and direct mail • September 06: The Independent travel supplement feature on Colchester in partnership with the EETB • Feb 07 – Feature on Colchester & its ambitions in Coach Monthly • Mar 08 – German fam trip by EET following BTTF exhibition • Mar 08 – Guernsey Travel Agents fam trip to Colchester organised by ECC tourism • April 08 – Feature on Ipswich including Colchester in The Independent travel supplement 	
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	<p>in partnership with EET and the Suffolk Tourism Partnership</p> <ul style="list-style-type: none"> • July–November 2008 – Guardians to the King exhibition at the Castle Museum. National and international PR being secured for Colchester • June 2009 – Tour Series Cycle Race held in Colchester – secured 1 hour of prime time TV on ITV 4 <p>... & VISITOR SERVICES</p> <ul style="list-style-type: none"> • May 06 – launch of CUFC Fans Pack as the team is promoted into the Championship • Dec 06 – Posh Food for the Common Man book launch & exclusive outlet for sales • Feb 07 – I love Colchester poetry competition gained local media coverage and a feature in Essex Life Magazine in May 07 • April 07 – St George’s Day – PR campaign and event in VIC • May-Oct 07 – Monopoly: campaign to get Colchester on the board of the new ‘Here & Now’ edition. Succeeded • Dec 07 - Christmas ‘Tinsel Treats’ event at the VIC • 2008 – Fun for Free in Colchester campaign to help local families during the ‘credit crunch’ launched June 2008 • 2009 – Fun for Free campaign relaunched successfully in Summer 2009. • 2009 – YouTube first for tourism team to promote the Colchester Collection for Christmas Gifts <p>PRESENTATIONS</p> <p>2006: Regional Cities East conference took place November 06 at which cultural tourism was debated. Around 100 delegates attended</p> <p>2008: East of England Hotel Development Conference – Tourism & Visitor Development Officer asked to present on the Humberts Report and how that has helped secure interest from potential hotel developers</p> <p>2009: Royal Town Planning Institute Tourism & Leisure Conference 2009 – Enterprise & Tourism Officer asked to present on Destination Development</p> <p>2009: Essex County Council Hotel Development Conference – Enterprise & Tourism Development Officer asked to present on the Humberts Report and how that is being used.</p>
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FILMING

- Wakey Wakey on Channel 4 – Wivenhoe Woods
- Mersea Island filmed for Channel 4's 'A Place by the Sea'
- Constable Country filmed for BBC 2 'Picture of Britain'
- Roman Circus filmed for Channel 4 Time Team special
- Horkesley Park, the Culture Show BBC2
- Castle filmed for Buildings that Shape Britain on Ch 5
- Dedham filmed for Relocation Relocation Relocation Channel 4
- Perfect Date Jodie Marsh on Ghost Tour of Colchester for MTV
- Oct 07 - BBC 24 visit to Colchester to shoot footage of the Garrison and voxpops on street
- Feb 08 – BBC 3 visit to Colchester for Lily Allen's interview programme
- April 08 – Colchester Zoo being used as a base for a TV series for children fronted by Blue Peter's Connie Huq.
- May 08 – visit to Colchester and Mersea by film and TV makers in partnership with Screen East to promote the area for film location
- June 08 – Sky News in Colchester for a week filming life in the Garrison
- July 08 – Nickelodeon film caravan located in Culver Square and Castle Park to enable young children to have a go at creating and broadcasting television
- July 08 – BBC Filming in Colchester for Put Your Money Where Your Mouth Is programme
- July 08 – Channel 5 filming in Colchester for County Secrets programme
- Oct 08 – Channel 4 requested information to help inform planning of Come Dine with Me programme
- Dec 08 – History Channel filming for general footage of Britain's oldest recorded town
- May 2009 – Filming for Escape to the Country TV programme
- Nov 09 – BBC Radio trailer promotion. Filming at Chappel viaduct
- Nov 09 – Fuji TV filming for Japanese travel programme

Continues ...

	<p>AWARDS & ACCREDITATIONS</p> <ul style="list-style-type: none"> • 2009 – VisitColchester Information Centre awarded Silver nationally in the EnjoyEngland Awards for Excellence under the National Tourist Information Centre of the Year category • 2009 – VisitColchester Information Centre awarded Highly Commended in Essex Tourist Information Centre of the Year awards • 2008 - VisitColchester Information Centre awarded Regional Tourist Information Centre (TIC) of the Year by the East of England Tourist Board • 2007 – VisitColchester Information Centre awarded ‘Official Partner’ status by Enjoy England and VisitBritain in preparation for the 2012 Games. • 2006 – VisitColchester Information Centre awarded Regional Tourist Information Centre (TIC) of the Year by the East of England Tourist Board • 2005 – Visitcolchester.com awarded Regional Tourism Website of the Year by the East of England Tourist Board • In the 2008 VIC Customer Satisfaction survey 99% of the sample considered they had received good or excellent service through the VisitColchester Information Centre .
<p>Street Environment Improve the street scene/presentation of the area in order to:</p> <ul style="list-style-type: none"> • create and enhance a sense of place • enhance the visitor experience • make the town centre more pleasurable for local people • create pride in the place • help manage antisocial behaviours • create consistent and clear strategy for the street scene <p>Further improve public toilets following the refurbishment programme in order to go beyond visitor expectations</p>	<ul style="list-style-type: none"> • Street Care Strategy – has delivered £700,000 investment in new street cleaning equipment and personnel, new partnership arrangements with Culver Square and Lion Walk shopping centres and highly effective PR campaigns to dissuade cigarette litter, graffiti and flytipping. • Toilet Improvement Strategy - £800,000 investment, St John’s & St Mary’s completed. • Creative Conveniences project for Lion Walk 2008, Mersea (tbc) and Dedham 2009 – see Interpretation section above • Town Centre mobile handyman – appropriate vehicle being researched which will carry his supplies and offer the opportunity for information provision via posters, handouts. Handyman will be offered familiarisation training and encouraged to meet with Visitor Services team. (2008) • CBC is proposing to take control of the licensing of pavement cafes in Colchester from Essex County Council to further manage the town centre ambience. (2008)

Conclusions

The 2006-9 Destination Development Plan (DDP) aims to take Colchester to the next level of its tourism development by addressing key infrastructural and visitor experience weaknesses in the destination. Significant progress is being made both in improving the visitor

experience and also providing the infrastructure necessary for growth. However, there are some areas of delivery, such as tourism skills development, which need to be progressed further in order to make an impact on the ground.

Tourism is a highly competitive industry and improvement will always be required in order to compete effectively. With significant new attractions, investment in existing attractions and new experiences in the pipeline Colchester is well positioned to continue to develop tourism and benefit local people through the improved quality of life and employment opportunities it brings and make Colchester a place where people want to live, work and visit.

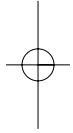
Colchester Borough Council's role is to show leadership through providing a positive context for further development of the tourism sector through policy and action through its visitor attractions. This creates confidence among the private sector, further investment in the visitor experience which all help to improve Colchester's image and reputation.

The tourism service has seen significant budget cuts this year which are risking the Council's ability to:

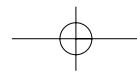
- *Increase the contribution that tourism makes to the Borough's economy in terms of job creation and quality of life*
- *Work with others to develop Colchester as visitor destination and reposition Colchester from a market town to a leading visitor destination competing on the national stage in order to realise Colchester's tourism potential*
- *Raise the awareness of Colchester and its tourism offer through marketing and promotional activities to encourage people to visit*
- *Provide a confident context and support for local tourism businesses to work together in order to maximise the effectiveness of tourism resources*
- *Improve the quality of the tourism experience in order to encourage repeat and recommended visits and enhance the image and reputation of Colchester*
- *Encourage tourism development that is sustainable and manage the impacts of tourism in sensitive communities to balance the needs of the*
 - Community - ensuring that a sense of community identity is maintained rather than overwhelmed by tourism
 - Environment - ensuring that the essential elements of what visitors come to see are preserved.
 - Economy - ensuring that local businesses (including those which do not depend on tourism) and are not disadvantaged by tourism
- *Provide information services for visitors for residents of and visitors to the Borough*
- *Work with local tourism businesses and others to foster productive partnership working and ensure that there is up to date and relevant information published on the www.visitcolchester.com website*

Karen Turnbull
Tourism & Visitor Development Officer

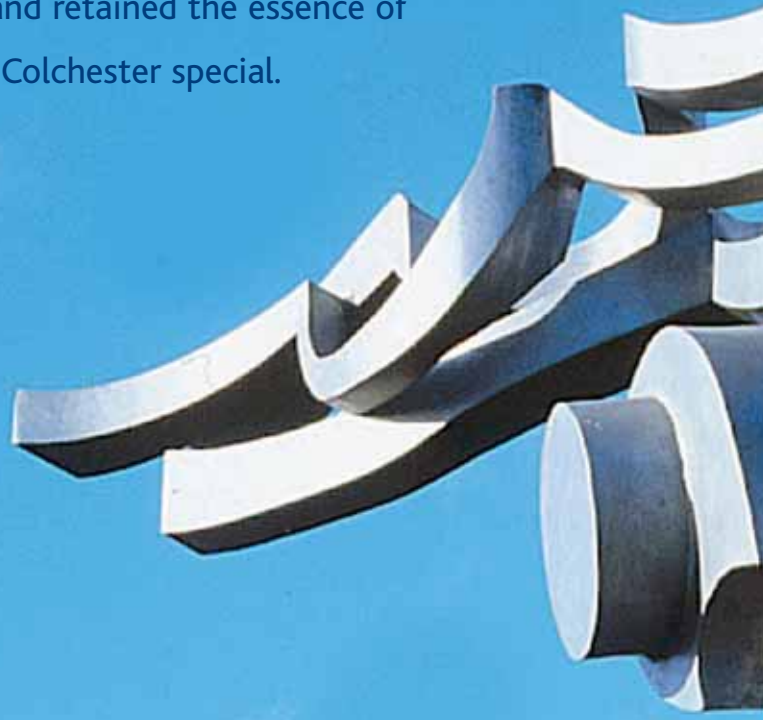
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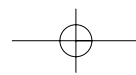
MORE THAN BRITAIN'S OLDEST RECORDED



The vision for Colchester to become a prestigious regional centre is in p
It is emerging as a preferred destination for visitors, business location
and investment. A place known for providing and sustaining
an all round high quality visitor experience and a place
which has reinforced and retained the essence of
what currently makes Colchester special.



 colchester
EXPLORE EXPERIENCE ENJOY



COLCHESTER WILL:

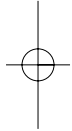
- > Be a significant national destination
- > Be a place where people want to live, work, do business and be entertained
- > Feel cool, cosmopolitan, contemporary, classical, relaxed, safe
- > Be a place known for creativity, ambition and drive
- > Retain the essence of the place
- > Have an image and identity which is meaningful to key visitor markets



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by
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to reap the many benefits of tourism which include:

- > Improving the image and perception of the Colchester area in the region, nationally and internationally
- > Making it a place where people want to live, visit, do business and be educated
- > Contributing significantly to the local economy
- > Enhancing the quality of life of local people by offering more choice of things to do and places to visit
- > Bringing new jobs to the area and sustaining those already here



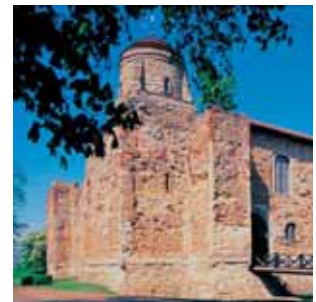
The Architect's design for firstsite:newsite, a new cultural attraction for Colchester & the East of England



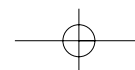
Enjoying the views from The Rose & Crown pub on the waterfront at Wivenhoe



Colchester Castle, welcomes more than 100,000 visitors a year



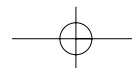
Gifts, so
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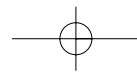
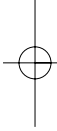
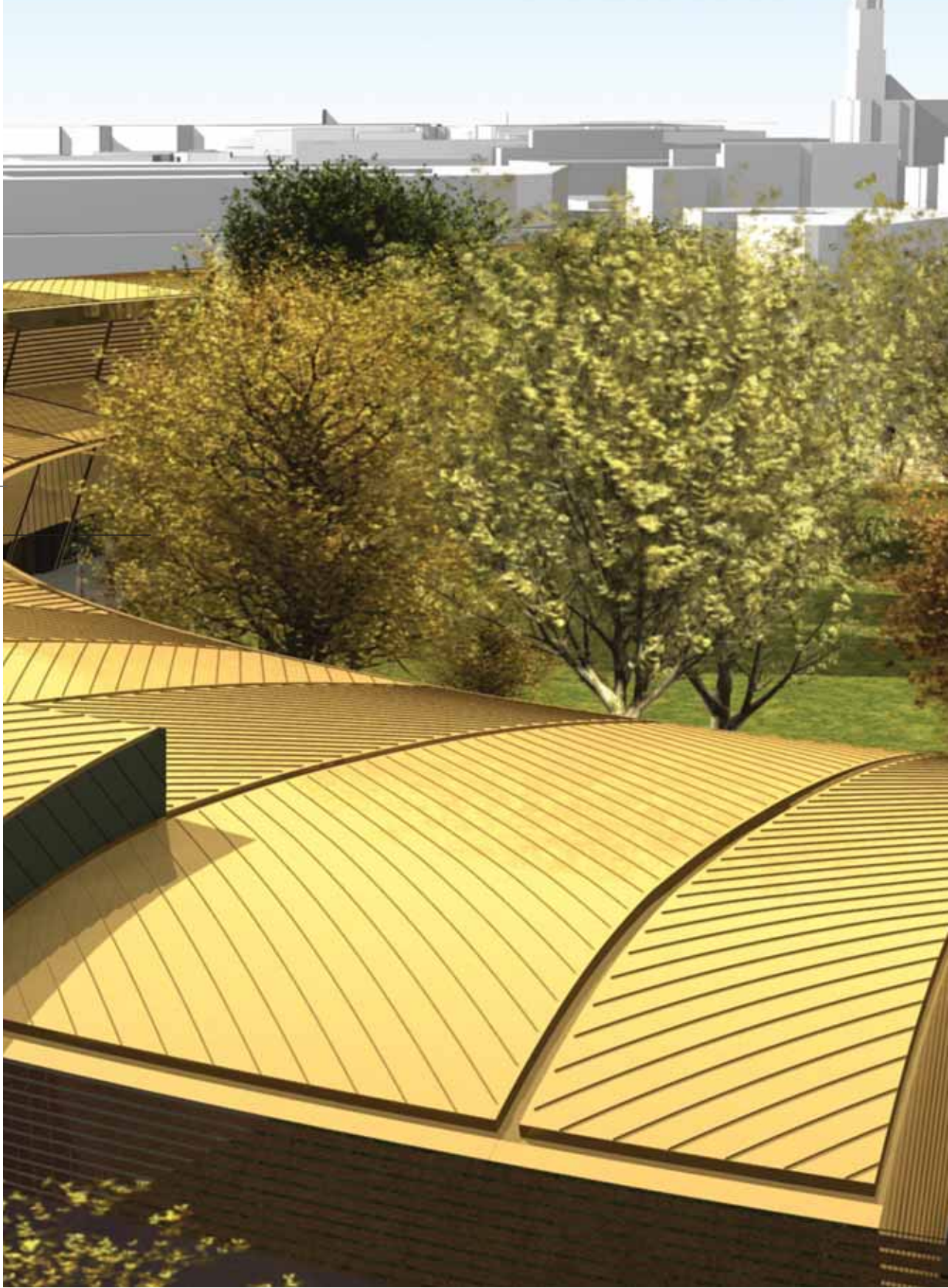


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- > New £16.5m visitor attraction, firstsite:newsite visual art gallery, conference facility, auditorium, socialising space and parkland in the town centre
 - > 350,000 sq ft of new retail space
 - > Improved access via new Park & Ride facilities
 - > New 10,000 seat Community Stadium
 - > New Research Park at the University of Essex
 - > New transport infrastructure: new access from the A12 trunk road
 - > Enhancing the Hythe area of Colchester
 - > Bringing a more balanced approach to the evening and night-time economy
 - > Commissioning of new Public Art and the interpretation of historic and contemporary sites which will enhance the experience of Colchester for visitors and residents alike
 - > Our proximity to London and the opportunities which will arise from the 2012 Olympic and Paralympic Games
 - > The development of the Haven Gateway, especially in terms of cruise business through Harwich International Port
 - > 17,000 new households by 2021, with residents who will need more leisure facilities and will be key to inviting friends and relatives to visit
 - > 14,000 new jobs by 2021
 - > Significant investment in quality and services by private sector attractions and accommodation operators

This, combined with emerging changes at regional level in the strategic direction and delivery of tourism services, represents an unprecedented opportunity for Britain's oldest recorded town to make its contemporary mark on British tourism.

Looking forward to 2007/8 when the new firstsite cultural attraction opens spearheading a major regeneration of the St Botolph's area of the town centre

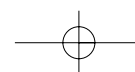




in and around Colchester to create a destination of choice for
improve tourism's contribution to the local economy and
Colchester as a prestigious region



Colchester Castle: Built by the Normans is now an award-winning museum & popular visitor attraction





Walking in the Dedham Vale AONB near Colchester



Band 'Sevenless' perform at the Battle of the Bands contest at Colchester Arts Centre



Visitors love feeding a giraffe at Colchester Zoo



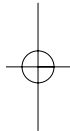
A view of Park with cottage

Ongoing Tourism Activities which Support New Development

In addition to the priorities outlined below, tourism and visitor services has a fundamental role of core activities that have developed and sustained the visitor experience. These provide a foundation for new developments; they include:

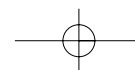
Championing the role and importance of tourism by:

- > Working with organisations to improve the understanding and appreciation of tourism and its contribution to the local economy
- > Working with organisations, residents and businesses to realise the potential of Colchester in its four regeneration areas
- > Supporting the development of new attractions such as firstsite:newsite to add choice and value to the overall visitor experience



Promoting Colchester at home and abroad by:

- > Producing high quality brochures and other material to promote the area
- > Planning advertising in a variety of appropriate publications to generate enquiries
- > Publishing three websites (www.visitcolchester.com, www.colchesterwhatson.co.uk, www.colchesterforgroups.co.uk) to offer information services 24:7
- > Being featured on websites such as www.visiteastofengland.com and www.visitbritain.com
- > Exhibiting at leading group travel and consumer exhibitions such as the British Travel and Excursions
- > Investing in private and public sector partnerships to promote the Colchester area overseas via the regional overseas marketing partnership





'Jumbo', the Victorian water tower in the town centre is one of Colchester's skyline landmarks



City Sightseeing's open top tour bus in Colchester providing a different perspective on Colchester's story



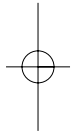
Young children on the beach at West Mersea



The bandstand in the av Castle Park hosting one summer Sunday events

Maintaining and developing a quality visitor experience locally by:

- > Having an 'inspected only' policy for promoting accommodation providers
- > Supporting the national Visitor Attractions Quality Assessment Service
- > Supporting the 'Welcome Host' series of tourism customer services training courses
- > Offering a range of information about Colchester and the surrounding area and services for visitors from the VisitColchester Information Centre
- > Working with others to develop the range of things to do and places to go for people of different ages in the town centre in the evening/night-time

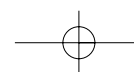


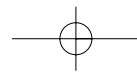
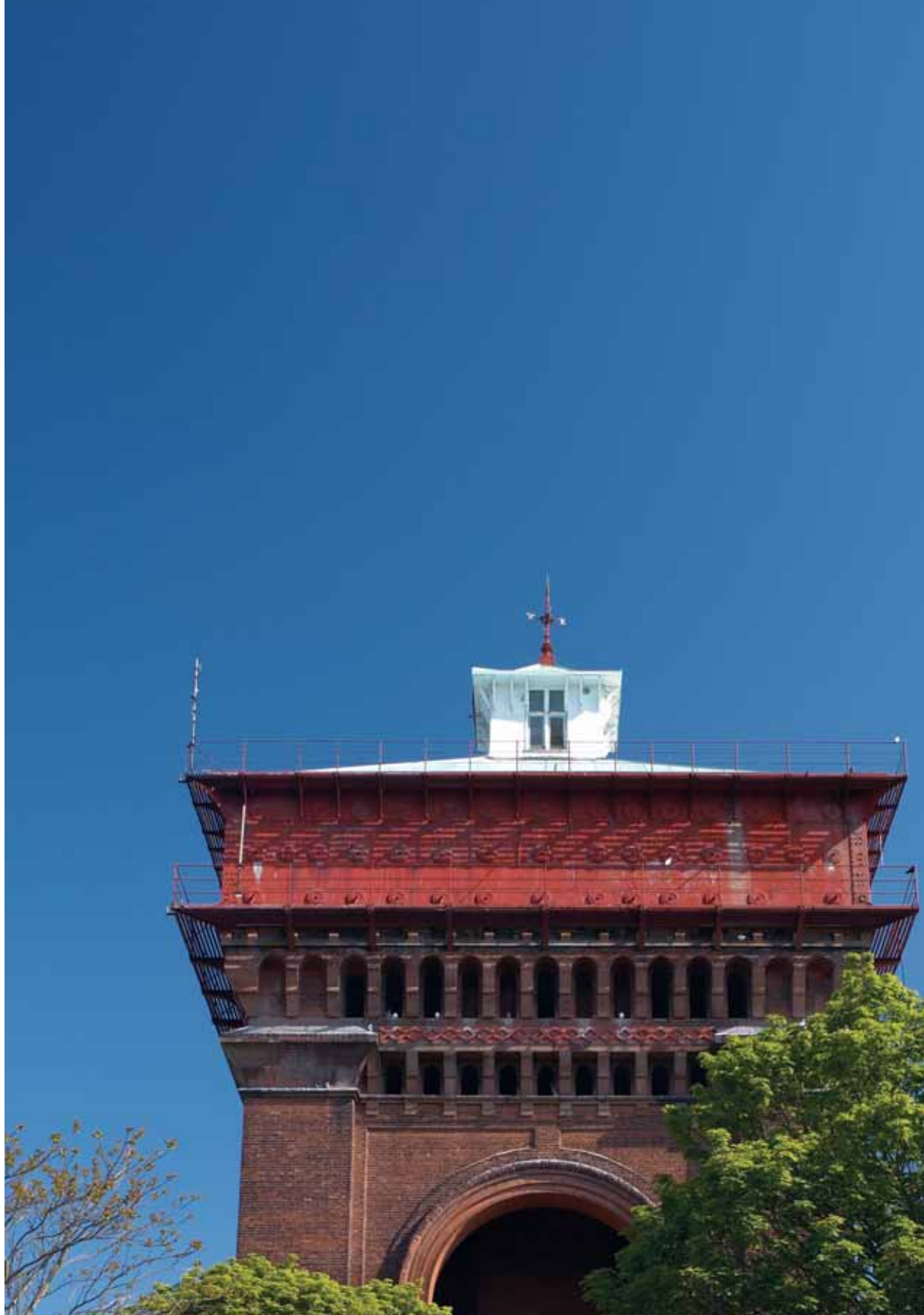
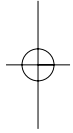
Developing the 'Volume and Value' of tourism in and around Colchester by:

- > Encouraging more short breaks
- > Undertaking tourism research including economic worth of tourism, visitor opinion research and accommodation capacity research to help inform future decisions
- > Maximising the opportunities presented by e-business by providing tourism services on the internet
- > Investigating services which should be provided for group travellers with a view to increasing Colchester's share of this important tourism market

Managing the impact of tourism by:

- > Working with partners and the communities involved to develop mutual understanding of the impact of tourism
- > Prioritising in order to balance the impact of tourism so that the essential elements are there for future generations to enjoy
- > Working with residents, business, environmental interests and the visitors themselves to manage the impact of tourism activity.





to realising the opportunities which exist from our history, the present and the future. This prov approach will continue over the coming years, adapting and improving as a result of the learnin

- > Increase in the volume and value of tourism to Colchester and the surrounding area and consequent increase in tourism employment locally
- > Support for tourism secured at all levels among stakeholders
- > Refurbished and extended Visitor Information Centre
- > New products and services (eg: new themed cycle trails, direct access to websites for local tourism businesses and a new bus service in Constable Country)
- > New promotional activity in partnership and provided directly (eg: 3 new websites)
- > New skills development for local tourism operators
- > Quality development – funding secured for new investment, support for 'quality initiatives' for training and business development and multiple awards gained
- > Improved image for the Colchester area
- > Key partnerships in place
- > New business development
- > New visitor markets staying
- > Fostering and sustaining an environment where tourism businesses can, through continued investment and innovation, thrive and improve



Shopping in Crouch Street, just one of Colchester's havens for small specialist shops



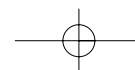
Cycling in Dedham - a great way to see those Constable skies!

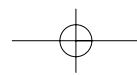
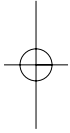


Rollerskating at Rollerworld – the finest rollerskating rink in Europe!



Simple at Wive





The past 12 years have seen an impressive level of tourism development in and around Colchester. Research demonstrates a positive trend in visitors appreciating the variety of attractions and accommodation in the Colchester area. Research also shows that local people also appreciate the choice of things to do and places to visit which make a significant contribution to improving the quality of life here.

However, if Colchester's full potential and aspirations as a visitor destination are to be realised, the infrastructure now needs to be developed. It is for this reason that this development plan is positioned as a Destination Development Plan.

There are five key issues for Colchester to address if it is to realise its tourism potential:

- > Interpretation of the area's key natural, contemporary and historic assets to improve the quality of the visitor experience and foster local pride
- > Additional accommodation availability and capacity, particularly hotel accommodation, to enable more visitors to stay overnight and help Colchester attract the group market
- > Transportation infrastructure improvements to improve access into the town centre and encourage new ways of travelling around the area
- > Widening the access to information about Colchester's accommodation, places to visit and things to do
- > Street environment improvements to enhance the visitor experience, foster local pride and create a sense of place



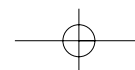
Steaming along at one of the East Anglian Railway Museum's regular Thomas the Tank engine event days at Chappel near Colchester



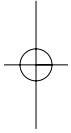
A scrumptious Cream Tea a real treat in Dedham in the heart of Constable Country



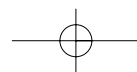
Pretty as a picture: moored boats on the River Stour in Constable Country



that there is strategic fit with its plans for the development of tourism and visitor services. In addition, local tourism issues inform a broader national, regional and county picture. The priorities from a variety of organisations both influence and are influenced by local tourism issues. These plans show how tourism is well-placed for future development.



Relaxing in the award-winning Castle Park loved by visitors and local people alike.





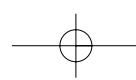
Strategic Fit

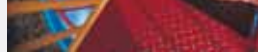
Tourism is undergoing rapid structural change nationally.

The East of England Development Agency, along with all other Regional Development Agencies, has strategic responsibility for tourism.

At the time of writing, plans are in hand to change the regional delivery of tourism. EEDA's recommended model for tourism support going forward sets out that:

- > EEDA will lead on strategy and advocacy for tourism in the region, linking policy, economic prioritisation, supporting business and skills development and ensuring that intelligence is gathered
- > a new regional tourism body will lead on information, marketing, quality standards, research, industry leadership and co-ordination
- > sub-regional partners will manage business support, brokerage, marketing and events
- > locally, partners will manage attractions, events and destination management.





Having fun on the helter skelter slide in Castle Park



Colchester Tour guide Ian McMeekan stops off with his medieval themed tour party at Balkeke Gate



Live music on a summer's day in the centre of town



Colchester experience with visitors

Colchester Borough Council and Colchester2020 (Local Strategic Partnership)

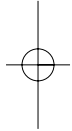
Vision

For Colchester to develop as a prestigious regional centre

Priorities

- > Colchester is going to be a centre of excellence and innovation for culture, education and recreation, recognised regionally, nationally and internationally.
- > Colchester will become a preferred destination for visitors, for business location and investment.
- > We will create a sustainable environment in which people will continue to enjoy high quality of life and well-being, but with modern health and social care services for those who need them.

In short, Colchester will be a place where people, families, their communities and businesses can thrive, where everyone has the opportunity to achieve their full potential.



ExDRA

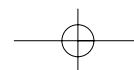
- > The Essex Development and Regeneration Agency (ExDRA) is a new agency born out of the partnership between Colchester Borough Council's Enterprise and Regeneration Division and the Local Economic Partnership for Essex. ExDRA is a Development Agency. Their Insite Cultural Tourism Programme is a Partnership between Colchester Borough Council, Essex County Council and the Boroughs and Districts of Essex including Colchester.


Haven Gateway Partnership

- > The purpose of this private/public Partnership located around the Haven Ports of Harlow is to be the mechanism through which partner organisations can work together to provide opportunities and secure the future prosperity of this major gateway to the East of England.


Vision

Haven Gateway will deliver a high quality environment for its residents, workers and visitors on its location as a key gateway, realising its potential for significant sustainable growth, providing opportunities for economic regeneration, creating an additional focus for growth of high-tech, knowledge-based industries, creating employment and protecting and enhancing its high quality, attractive natural assets.







Sailing on the Colne Estuary at Mersea



Early morning mist drifts quietly over the lake at High Woods Country Park



Relaxing with a coffee at pavement café in Culver Square



Painting in the countryside around Colchester

East of England Tourist Board

- > The East of England Development Agency (EEDA) has responsibility for the strategic support in the region, with EETB as its delivery partner. The 2004 East of England Regional Sustainable Strategy identifies the following areas for development:
 - > Destinations
 - > Dimensions
 - > Delivery
 - > Promotions
 - > Information and booking
 - > Access
 - > Measuring and Monitoring



East of England Development Agency (EEDA)

Vision

- > For the East of England Region to be a leading economy, founded on our world-class knowledge, the creativity and enterprise of our people in order to improve the quality of life of all who live in the region. The Colchester Destination Development Plan 2006-9 fits with the Regional Economic Strategy to develop high quality places to live, work and visit (Goal 4) which includes developing culture, leisure assets for residents and visitors (priority 5).

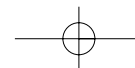
Aims are to:

- > Build on the region's strengths including science and innovation, the region's role as an international gateway and its landscapes and environmental assets
- > Improve areas of average or poor performance including deprivation and social exclusion, enterprise, productivity and skills levels
- > Capitalise on distinctive opportunities to manage the region's high level of growth sensitively and effectively and ensure benefits from our proximity to London
- > Embed important principles of sustainable development, urban and rural vitality, equality and regional leadership

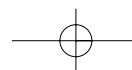
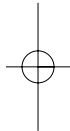
Department for Culture, Media and Sport (DCMS)

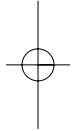
Priorities

- > Marketing and e-tourism
- > Product quality
- > Workforce skills
- > Improved data
- > Advocacy across Government

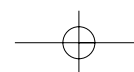


Issue	Improvement	Priority	Proposed Action	Funding resource
Interpretation	Interpret the area's key natural and built sites and stories in accordance with the 2005 Creative Spaces Strategy in order to: <ul style="list-style-type: none"> • Widen access to Colchester's key sites and stories in creative ways • Improve the quality of the visitor experience • Create a sense of pride in and appreciation of the place among local people • Add new things to see and do for visitors and locals alike 	A	Devise a Green Spaces Strategy which will: <ul style="list-style-type: none"> • encourage new social meeting spaces • improve access to existing spaces • enhance the overall quality of the environment • create a sense of place and well being Promote the use of the Design Guide to encourage the use of public art in new developments in order to: <ul style="list-style-type: none"> • enhance the experience of the Colchester area for residents and visitors alike • Strengthen local identity • Create intriguing and distinctive features in the Colchester area • Retain indigenous qualities of Colchester 	£100,000 Funding to be sourced from...
Accommodation	Provide more accommodation capacity across the board in order to satisfy growing demand	A	<ul style="list-style-type: none"> • Work with Social, Economic Regeneration and private sector accommodation providers and their agents in order to encourage the Colchester area to be the location of choice (particularly in the town centre, the Hythe and North Colchester, for developing new hotel accommodation) • Work with the East of England Tourist Board and the North East Essex B&B Association in order to provide 'Recruitment Evenings' for potential B&B and self catering operators 	Private sector Existing
Transportation	Actively promote the Park & Ride service (likely to open Spring 2007 at Stanway with Cuckoo Farm in 2010) in order to: <ul style="list-style-type: none"> • help visitors and residents to get the most out of their trip • manage traffic impact from visitors • improve the quality of life for town centre residents 	A	Include references to P&R availability in: <ul style="list-style-type: none"> • tourism literature • tourism websites • at the VisitColchester Information Centre 	Current
Information	Review delivery of tourism & visitor services in order to meet continually changing customer needs and expectations of information providers	A	Develop alternative income streams in order to: <ul style="list-style-type: none"> • Develop new and improve existing information services and products • Offer locally sourced quality products and souvenirs Provide information kiosks at key locations around the borough in order to: <ul style="list-style-type: none"> • encourage local people to support activities in their local community • assist visitors to the town 24:7 • provide local tourism operators with additional opportunities to promote their services Establish a tourism skills development programme for key local industry sectors to include: <ul style="list-style-type: none"> • Taxi drivers • Hairdressers • B&Bs and other accommodation providers • Tour guides • Street Wardens • Bar, cafe & restaurant staff 	£6,000 to be sourced from Existing resources £20,000 private/public partners £20,000 to be sourced from...





Issue	Improvement	Priority	Proposed Action	Funding from resources
	<p>Extend the provision of pedestrian signage in order to provide a seamless service for visitors to the town centre</p> <p>Improve information available for business planning for accommodation, attractions and event organisers in order to:</p> <ul style="list-style-type: none"> • assist them more effectively with their business planning activities • provide a focus on the tourism development potential in the Colchester area • improve awareness of key market trends and legislation which might influence their business plans <p>Seek more media coverage about the Colchester area locally, regionally, nationally and internationally in order to enhance the reputation of the area and encourage people to visit</p>	<p>B</p> <p>A</p> <p>A</p>	<p>Work with stakeholders to influence the content of key literature and websites in order to avoid duplication and ensure customer access to appropriate and timely information</p> <p>Assess resources such as opening hours to ensure that they are focussed on key priorities</p> <p>Extend pedestrian signage to include car parks</p> <p>Prepare a series of advice papers for potential accommodation and attraction operators and events organisers</p> <ul style="list-style-type: none"> • Work with firstsite:newsite to maximise the benefits of the coverage about the new building in terms of the destination of Colchester • Encourage key TV and Radio programmes to be filmed / recorded here & area to be used as a film location 	<p>Existing resources</p> <p>£115,000 to be sourced</p> <p>Existing resources</p> <p>Existing resources Firstsite CBC Screen East East of England Tourist Board</p>
Street Environment	<p>Improve the street scene/presentation of the area in order to:</p> <ul style="list-style-type: none"> • create and enhance a sense of place • enhance the visitor experience • make the town centre more pleasurable for local people • create pride in the place • help manage antisocial behaviours • create consistent and clear strategy for the street scene <p>Further improve public toilets following the refurbishment programme in order to go beyond visitor expectations</p>	<p>A</p> <p>A</p>	<p>Review of cleaning and street care standards</p> <p>Work with Town Centre Partnership, Planning, Regeneration, communities and local businesses to plan improvements to the street scene (eg: street furniture, shop fronts, litter problems) in the town centre</p> <p>Seek funding to commission artists to enhance public toilets in Dedham and the town centre</p>	<p>£200,000 funding to be sourced</p> <p>£824,000 Council toilet improvement programme</p>



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- > PO Box 331 Town Hall
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- > Essex CO1 1GL

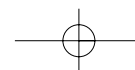


If you need this plan in an alternative format please call 01206 282920



www.visitcolchester.com
vic@colchester.gov.uk

www.colchesterforgroup.com
www.colchesterwhatson.com





Policy Review and Development Panel

Item
10

11 January 2010

Report of	Pam Donnelly, Executive Director	Author	Claire Holland
Title	Single Equality Scheme		☎ 506452
Wards affected	Not applicable		

The Panel is invited to review the Single Equality Scheme and to consider recommending its adoption to Cabinet.

1. Decision(s) Required

- 1.1 The Panel is asked to review the draft Single Equality Scheme.
- 1.2 The Panel is asked consider recommending adopting the draft Scheme to Cabinet.

2. Reasons for Decision(s)

- 2.1 At its meeting on 2 March 2009 the Panel were informed that the council intended to start developing a Single Equality Scheme, once the new Equality and Diversity Officer was in post. The Panel were informed of the strategic, operational and financial benefits to amalgamating our existing equality schemes for race, gender and disability, and having one scheme for all equality groups.
- 2.2 The Council achieved Level Three of the Equality Standard for Local Government in March 2009. The Equality Standard has since changed to the Equality Framework for Local Government and we have migrated across to the Achieving Level of the framework. One of the recommendations of the review was that the Council considered moving to a Single Equality Scheme.

3. Alternative Options

- 3.1 The alternative option is that we continue to have three separate equality schemes for race, gender and disability, each of which is required to be reviewed annually and a new scheme written every three years. Current dates for existing schemes are: Disability Equality Scheme 2006-2009; Gender Equality Scheme 2007-2010 and Race Equality Scheme 2008-2011.

4. Supporting Information

Current Race Equality Scheme

- 4.1 The Council's Race Equality Scheme was refreshed in 2008. This scheme outlines our commitment and our intentions to meeting the requirements of the Race Relations (Amendment) Act 2000. It replaces the previous scheme published in 2002 and details how we intend to respond to the needs of all people in our increasingly diverse communities and promote race equality across the borough.

- 4.2 Our intentions remain to provide excellent examples of good practice in developing policies, working with our communities and improving service delivery. In addition, under this new scheme we commit to work in partnership with the community to ensure that all sections of the community have equal access to services regardless of other factors but particularly ethnicity.
- 4.3 These experimental mid-2007 ethnic group estimates show that 92.1% of Colchester's resident population categorise themselves as 'White' (161,600 people). This is a slight decrease from 92.9% in the previous year (mid-2006 ethnic group estimates).
- 4.4 The statistics indicate that ethnic minority groups, (excluding 'other white') account for 7.9% of the total population, an increase from 3.8% on Census Day 2001. This is also higher than the Essex proportion of 6.5%, although some of this could be attributed to the University being situated in Colchester Borough.
- 4.5 AT the end of year 2008/09 2.8% of Colchester Borough Council's employees identified themselves as being from a Black Minority Ethnic (BME) group.
- 4.6 Colchester has the fourth largest proportion of ethnic minority groups in Essex County behind Epping Forest (10.1%), Harlow (8.8%) and Brentwood (8.2%) which have all increased in the last year.
- 4.7 Colchester Borough Council's website includes 'Babelfish' and 'Google Translate' – both can be used to translate content of our website from English into other languages.
- 4.8 Colchester Borough Council and Colchester Borough Homes are active participants in the Hate Crime Panel which seeks to monitor and prevent the level of hate crimes and harassment which take place in the borough. We work in partnership with the Police and TaCMEP (Tendring and Colchester Minority Ethnic Partnership) to identify areas where hate crimes occur and take action to prevent them.

Current Disability Equality Scheme

- 4.9 In December 2006 Colchester Borough Council adopted a Disability Equality Scheme. Its key aims are promote equal opportunities regardless of disability in the delivery of its services and employment of staff. This Scheme also seeks to ensure that people are not discriminated against, directly or indirectly, as a result of their disability.
- 4.10 The Disability Equality Scheme set in motion a number of initiatives to ensure people with disabilities in the borough and Colchester Borough Council staff were not discriminated against. A key achievement of this scheme has been the way in which the requirements of the Disability Discrimination Act have been met. This includes making sure premises more accessible and inclusive, and that services have been delivered differently to ensure disabled people can benefit from them equally.
- 4.11 The Disability Equality Scheme recognised that approximately 12.5% of the population has some form of disability or impairment, and they can experience barriers to accessing services and employment. Through the actions in this scheme and conducting a series of Equality Impact Assessments, the Council has made significant progress in removing or minimising these barriers. An example is the Town Hall where the installation of a lift was completed in July 2009 and the renovation of the Old Library, due to be completed early 2010, will greatly improve community access to this Grade 1 listed building. This is a complex project because of the particular challenges of making such an historic building

accessible, both in terms of the design of the building itself and the number of parties that need to be brought together in agreement to achieve the desired outcomes.

- 4.12 The website has been developed to enhance its ease of access for all visitors, ensuring it meets the needs of disabled users, and offers individual choice by being viewable in the widest possible range of web-browsing technology. This includes software like Browsealoud which enables people with visual, learning or literacy difficulties the option to have the information on the website read out loud to them. We ensure that all information meets accessibility standards set out by organisations such as the Royal National Institute for the Blind (RNIB), and 'tag' pdf documents to enable people who use screenreaders to access the information they contain more easily.
- 4.13 The Council also aims to reflect the diversity of the borough's population in its workforce. As at June 2009, 4% of the Council's staff had a declared disability.
- 4.14 The Disability Reference Group of staff meets quarterly to discuss issues around disability including accessibility, communications, EqlAs and feedback from service areas, and acts as a support group to its members. In addition, the group acts as a consultation resource. An example of this is their input into the Council's flexible working practices and the proposals for Rowan House as staff move there from Angel Court.

Current Gender Equality Scheme

- 4.15 In August 2007 Colchester Borough Council adopted a Gender Equality Scheme. Its aims are to overcome potential discrimination that may be experienced because of gender, either in service delivery or in employment. It recognised that the significant issues facing women are around equal pay and occupational segmentation, their increased caring responsibilities and domestic violence.
- 4.16 A wide range of organisations were consulted and involved in the creation of the Gender Equality Scheme to identify and understand the barriers women face as customers and employees and the scheme sets out plans to overcome and minimise these barriers. Achievements since its publication include the provision of private areas available for breast feeding in the Customer Service Centre as well as child-friendly areas while customers are waiting.
- 4.17 The Council works closely with a number of local organisations who assist the victims of domestic violence and their families, including the Colchester Crime and Disorder Reduction Partnership and the Colchester Domestic Abuse Forum. Colchester Borough Council provide revenue funding for the Women's Refuge and in 2008 gave additional funding through the Life Opportunities Capital Fund to purchase new premises.
- 4.18 Examples of initiatives and actions from working together with our partners and stakeholders include: the production of a directory of services and supporting leaflet for Colchester, containing useful contacts, advice and guidance for both those agencies dealing with victims of domestic abuse and the actual victims of domestic abuse; provided one refuge place per 10,000 population in Colchester; produced a multi-agency strategy to tackle domestic abuse in Colchester.
- 4.19 Future projects include the launch of Sanctuary Scheme for Colchester – a scheme which enables victims of domestic abuse and their children to remain in their own home, should they choose to do so.
- 4.20 Legislation gives certain employees the legal right to request to work in a flexible way, giving them with the opportunity to balance work and family life/personal responsibilities

whilst being compatible with and beneficial to the efficiency of Council services. The Council's 'Way We Work' programme is taking this further, and helping us to "embrace flexibility in our thinking and behaviours to make best use of technology and new ways of working." Across the Council there are many services already being delivered outside the familiar 9-5 working pattern in order to best meet the needs of our customers, and this can offer flexibility in working patterns to the staff concerned – both female and male.

- 4.21 One of the borough's senior civic roles is currently held by a woman –the Leader of the Council. The council also has an equal female/male split of cabinet Members. At the year end 2007/08 28.4% of senior managers were women.

5. Proposals

- 5.1 The Equality Bill was introduced in the House of Commons and published on Monday 27 April 2009, and seeks to streamline and consolidate more than 100 pieces of legislation that relate to equality and diversity in the UK. The Bill will also introduce a new Public Sector Duty on local authorities and public bodies. In response to this Colchester Borough Council have decided to draft and introduce a Single Equality Scheme, which will replace the existing schemes for race, gender and disability, as well as including religion or belief, age and sexual orientation duties in the scheme. The Scheme will also detail how we intend to meet the new Public Sector Duty under the Equality Bill.
- 5.2 The draft scheme brings together the three existing schemes for race, gender and disability and extends to cover age, religion or belief, sexual orientation and transgender. The scheme includes information about each equality group in the borough where information is available; examples of work the council has been doing with the equality groups and a three year action plan which includes equality objectives.
- 5.3 The scheme will be reviewed annually, with progress against the equality objectives and action plan being reported to the Panel, and the scheme will be refreshed, with a new action plan being drafted every three years.

6. Strategic Plan References

- 6.1 The vision set out in the Council's Strategic Plan 2009-12 is "Colchester: a place where people want to live, work and visit." The Plan makes a strong commitment to ensuring that all the residents of Colchester can expect a good quality of life and wherever possible receive services that suit them and their circumstances. It also highlights this commitment to tackling discrimination and providing equality of opportunity as one of the core values of the organisation, which are integral to the way it works.
- 6.2 The Strategic Plan is also underpinned by the Council's statement on access and participation, which states that:

"We are committed to promoting equity and equal opportunities for access and participation for everyone, whatever their personal circumstances. This includes the use of all the services and facilities which we provide. We are committed to ensuring that everyone is treated with dignity and respect, and to eliminating all forms of harassment.

We will allocate and spend money on services as fairly as possible according to the needs of local people."

7. Consultation

- 7.1 The draft scheme had a six week consultation period. An executive summary of the scheme, draft equality objectives and action plan were sent out to more than 100 partners, stakeholders, voluntary and community groups, and the 29 Parish and Town Councils in the borough by email and post. A press release was issued and copies of the draft scheme, executive summary, equality objectives and action plan were sent to all libraries in the borough, to be made available for public viewing.
- 7.2 The draft scheme was published on the council's website, with an electronic survey form to complete to feedback comments on the scheme. Five responses were received via this method. Those who wanted to comment on the scheme were also able to email the Equality and Diversity Officer directly by post, email or telephone, with seven responses being received via these methods.
- 7.3 The council has three internal equality groups, the Diversity Steering Group, the Disability Reference Group and the Member Liaison Group. All three internal groups were asked to review and comment on the scheme.
- 7.4 In addition, the draft scheme was also sent to the East of England Regional Assembly Equality and Diversity Network Members and the Essex Equality and Diversity Network Members.

8. Publicity Considerations

- 8.1 The Council's website has a section on Diversity and Equality where all related documents are published, with an opportunity provided for feedback and comments.

9. Financial Implications

- 9.1 Colchester Borough Council will be in a stronger position to lever in resources from external funders as an organisation that has embedded diversity throughout its practices. Credibility would be improved and it would enable the organisation to take advantage of opportunities for funding, building capacity and organisational growth.
- 9.2 The East of England Regional Assembly, in conjunction with Improvement East, the Regional Improvement and Efficiency Partnership (RIEP) for the East of England, has identified equality and diversity as one of the areas where performance needs to improve across the region's 60 authorities. Support is being offered in the form of subsidised network events where Equality and Diversity issues are discussed and training given, for example, Equality Impact Assessments and the forthcoming Equality Bill. The network events also give authorities the chance to share best practice and encourage partnership working.
- 9.3 The new post of Equality and Diversity Officer commenced in March 2009 as a joint post with Colchester Borough Homes, following a reconfiguration of existing resources. This is an effective way to create synergy by sharing knowledge, learning and best practice, as well in the new resource which this officer and their co-ordination role will bring to both organisations. This role has been key in taking forward the new requirements of the Equality Framework, the Council's Single Equality Scheme and the Equality Bill as these develop.

10. Equality, Diversity and Human Rights implications

- 10.1 The entirety of this report is about the equality and diversity implications of the Council's activities.
- 10.2 An Equality Impact Assessment has been completed and is available on the www.colchester.gov.uk website by following this link: [Single Equality Scheme EQIA](#) and clicking on 'Single Equality Scheme'.

11. Community Safety Implications

- 11.1 Tackling hate crimes and harassment in the borough, whether based on race, sexuality or disability, is integral to tackling inequality and valuing diversity. The work undertaken in the Hate Crimes Panel will help to not only make the borough a safer place to live but will help to improve community cohesion. This work also extends into Neighbourhood Action Panels (NAPs) and to the extensive work of the Domestic Violence Forum.

12. Health and Safety Implications

- 12.1 There are no specific Health and Safety Implications to this report.

13. Risk Management Implications

- 13.1 If Colchester Borough Council is unsuccessful in embedding diversity principles throughout its practices a number of risks need to be faced. The most significant of these is the risk of not achieving our corporate aims that "we will make sure all our residents have the opportunities they need", and "we will support a range of sustainable employment choices that match the aspirations of our residents". There are numerous examples of links between groups who are deprived or disadvantaged and those who face discrimination. Probably the clearest example of this is the link between facing discriminatory barriers in employment and living in poverty. There are numerous other examples, and the Council needs to acknowledge the effects of discrimination on individuals and communities and take appropriate action.
- 13.2 As an employer and provider of public services, the Council may face legal challenges from individuals who have been discriminated against because of discriminatory practices, however unintended. The work undertaken by services to review their functions and conduct EQIAs will have reduced this risk significantly. Legal cases brought on grounds of discrimination do not have upper limits like those brought through employment tribunals so it imperative that the Council meets its responsibilities to ensure it does not discriminate in order to avoid the potential for significant financial claims.
- 13.3 There are risks to the Council's reputation and profile as an excellent organisation and an employer of choice if the organisation does not show that it has understood and met its responsibilities under the equalities legislation currently in place. Strong evidence of embedded equality and diversity is a cornerstone of the Comprehensive Area Assessment which, from April 2009, will be the *"new approach that will provide the first independent assessment of the prospects for local areas and the quality of life for people living there. It will assess and report how well public money is spent and will ensure that local public bodies are accountable for their quality and impact."*

Background Papers

The following documents have been published, are in the public domain and are available on Colchester Borough Council's website:

- Diversity Policy and Plan
- Race Equality Scheme
- Disability Equality Scheme
- Gender Equality Scheme
- Equality Impact Assessment on adopting a Single Equality Scheme

Colchester Borough Council

Draft Single Equality Scheme 2010 – 2013

www.colchester.gov.uk

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Foreword

Colchester Borough Council is committed to ensuring that everyone can access and use its services and has the opportunity to participate in their community.

This Equality Scheme is part of the council's wider Diversity Policy and Plan and outlines our commitment and our intentions to meeting the requirements of equalities legislation, including the forthcoming Equality Bill. This scheme replaces our existing schemes for race, gender and disability.

Our intentions remain to provide excellent examples of good practice in developing policies, working with our communities and improving service delivery. In addition, under this new scheme we commit to work in partnership with the community to ensure that all sections of the community have equal access to services, no matter who they are.

In developing this scheme we have consulted with our partners, stakeholders and communities. We will continue to work closely with them to implement this scheme, build upon our work and achievements to date as well as meeting our statutory requirements.

As councillors and officers we reinforce this commitment to ensuring that everyone can access and use its services and has the opportunity to participate in their community, and will ensure that our policies and services are as responsive and inclusive as they can be, for those who live in, work in and visit the borough of Colchester.

Adrian Pritchard – Chief Executive
Anne Turrell, Leader of the Council
Councillor Paul Smith – Portfolio Holder for Culture and Diversity

Introduction

Colchester Borough Council currently has three existing Equality Schemes:

- Disability Equality Scheme 2006 – 2009
- Gender Equality Scheme 2007 – 2010
- Race Equality Scheme 2008 – 2011

We have decided to combine these schemes into one overarching Equality Scheme, which also covers age, religion or belief and sexual orientation. This will allow us to focus on delivering our aims, objectives and actions for all strands of equality and diversity, as well as meeting our statutory requirements under equalities legislation including:

- Disability Discrimination Acts 1995 and 2005
- Equality Act 2006
- Race Relations (Amendment) Act 2000
- Employment Equality (Age) Regulations 2006
- Employment Equality (Sexual Orientation) Regulations 2003
- Employment Equality (Religions or Belief) Regulations 2003
- Equality Act (Sexual Orientation) Regulations 2007

What is equality and diversity?

Equality and diversity can be defined in many ways, but we see them as being:

Equality means treating everyone with fairness and respect and appropriately to their needs. An equal society recognises people's different needs, situations and goals, and removes the barriers that limit what people can do and be.

Diversity means recognising that individuals are unique, and using these differences to the benefit of the organisation and its customers. Recognising these differences can help to create a productive and effective workforce to deliver services to diverse communities.

There are currently six strands of equality legislation – which means that laws have been passed in six main areas to try to ensure that people are treated equally. The six strands are:

- age
- disability
- gender
- race
- religion or belief
- sexual orientation

Our equality and diversity visions and values

The Council's current Strategic Plan makes a strong commitment to ensuring that all the residents of Colchester can expect a good quality of life and wherever possible receive services that suit them and their circumstances. It also highlights this commitment to tackling discrimination and providing equality of opportunity as one of the core values of the organisation, which underpin the way it works.

The Council's commitment means:

- We will provide services that are appropriate, sensitive and accessible to everyone
- We will not discriminate in employment or through service delivery on the grounds of disability, gender, race, age, religion or belief, and sexual orientation or any other unjustifiable grounds
- We are committed to working with partners and communities to promote good relations and to combat prejudice, discrimination, harassment and negative stereotyping
- We will ensure that the crucial links between equality and quality are reflected through all our policies and service plans

This scheme will also ensure that the current legal requirements set out in equality legislation are met. However, we know that there is always more to do. We recognise that in our society, groups and individuals continue to be unfairly discriminated against and we acknowledge our responsibilities to actively promote good community relations, equality of opportunity and combat discrimination in all its forms.

We believe in openness and equality in our dealings with each other and in the way we provide services to members of our community. Every individual is entitled to dignity and respect. Care for the users of our services goes hand in hand with care for our employees.

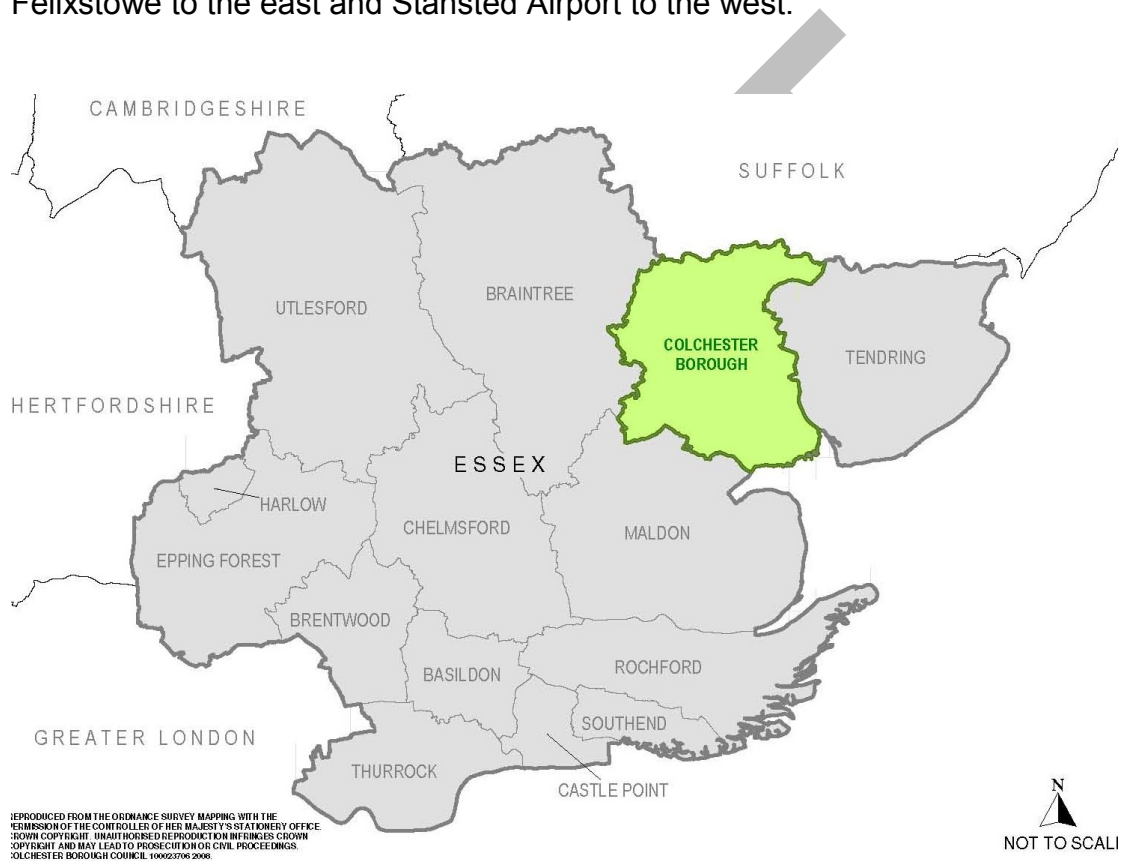
We recognise:

- that some people in our community are members of more than one group that may experience discrimination
- that to treat people equally does not necessarily mean to treat them all the same. It may involve the provision of different or extra facilities for some people to avoid potential or actual discrimination

We aim to ensure that all groups and individuals within the community are given full opportunity to benefit from the services and job opportunities we provide. No service user or potential service user; employee or potential employee; Member or potential Member will be discriminated on any ground because of age, colour, disability, ethnic or national origins, race, gender, gender preference, marital status, political or religious beliefs, or any other unjustifiable grounds.

A Profile of Colchester Borough

The Borough of Colchester is located in the county of Essex in the east of England, covering an area of approximately 329 square kilometres. The Borough is situated 62 miles north east of London. The main town is Colchester (with about 95,000 people¹) but there are many surrounding small towns and villages of which the largest are Stanway, Tiptree, West Mersea and Wivenhoe. The countryside areas of the Borough are mainly used for agriculture. The Borough 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.



Population

Data from the 2001 Census put the Borough population at approximately 158,900. However, mid-year estimates from the Census Office indicate that Colchester's population has seen a growth of 12.5% since mid-2001 to 175,500 in mid-2007.²

As the largest district in Essex County, Colchester accounts for 12.8% of the Essex population and based on these mid-2007 figures the average population density of Colchester was 533 people per square kilometre. This is an increase from 2001 when there were 474 people per sq km.

The population of Colchester is expected to grow by 30.9% to 223,500 people in 2021. This is an increase of 52,700 people over a 15 year period. This is the largest population growth in Essex County by 12.2%. In 2021, older

people (65 year and over) are expected to make up 16.1% of Colchester's population, a slight increase from the estimated 2007 proportion of 14.5% (1.6% increase between 2007 and 2021). The proportion of young people will see a very small decrease of 0.7% between 2007 and 2021. ⁵

¹ Census 2001, the Office for National Statistics (ONS). © Crown Copyright, 2008.

² Mid-2007 Population Estimates. Population Estimates Unit, ONS. © Crown Copyright, 2008.

⁴ Census 2001, the Office for National Statistics (ONS). © Crown Copyright, 2008.

⁵ 2006-based Subnational Population Projections, ONS. © Crown Copyright, 2008.

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Race

According to the 2001 Census 92.90% of the borough's population described themselves as 'White British'. In order to annually update this data the Office for National Statistics (ONS) also produce experimental mid-year ethnicity estimates. The most recent ethnicity estimates (mid-2007) indicate that 92.1% of Colchester's resident population categorise themselves as 'White' (161,600 people), a slight decrease from 2001.

Appendix four shows the Mid-2007 Experimental Population Estimates by Ethnic Group Colchester Borough and Essex areas and includes: a summary of ethnicity in Colchester in Mid-2007; ethnicity by age and gender; and all ethnic groups broken down by areas of Essex.

General duty

In 2000 amendments were made to The Race Relations Act 1976, with statutory orders being introduced in 2001, which gave public authorities a statutory duty to promote racial equality (commonly referred to as the Race Equality Duty). Therefore all public bodies need to ensure that they are meeting the challenge of ensuring and promoting race equality by:

- eliminating unlawful racial discrimination;
- promoting equality of opportunity between persons of different racial groups; and
- promoting good relations between persons of different racial groups.

Specific duty

This duty requires us to produce a coherent strategy and race action plan, covering all relevant functions and policies. We have to make clear how we plan to meet both the general and specific duties; linking our corporate aims and objectives to our overall approach to racial equality and include an action plan, setting out how this will be delivered. We are required to:

- Monitor by racial group the numbers of:
 - applicants for employment, training and promotion; and
 - staff in post.

In addition, as we employ more than 150 full-time staff, we must also monitor by racial group staff who:

- benefit or suffer detriment as a result of performance assessment procedures;
- cease employment;
- are involved in grievance procedures;
- are the subject of disciplinary procedures; and
- receive training.

The results of the above monitoring have to be published annually, and we must use the data collected to show that we are actively meeting the three elements of the general duty in employment functions.

With regard to the specific duties for policy making and service delivery, we are required to publish a Race Equality Scheme (this Single Equality Scheme) which includes:

1. a statement of the functions and policies we have assessed as being relevant to the general duty to promote race equality; and
2. our general duty to promote race equality, setting out our arrangements for meeting the duty by:
 - a. monitoring policies for any adverse impact on race equality;
 - b. assessing, and consulting on, the likely impact of proposed policies;
 - c. publishing the results of assessment, consultation and monitoring;
 - d. making sure that the public have access to information and services; and
 - e. training staff on the general duty.

Colchester Borough Council work closely with Tendring and Colchester Minority Ethnic Partnership (TaCMEP), offering advice and support. Past work includes offering training for health champions in basic welfare rights and advice and being involved in TaCMEP's Diverse Culture's Festival. Colchester Borough Council also Chair the Migrant Workers Forum.

Cultural services lead on two year project in 2007/08 and 2008/09 to support the establishment and development of an annual Black History Month programme within the Borough. In 2009/10 Black History Month is being supported via the Cultural Services delivery partnerships in place with Colchester Arts Centre, firstsite and Mercury Theatre. This is in line with the requirement for equality and diversity action plans each of the organisations must have in place to qualify for CBC funding.

Cultural Services developed an event in 2009 to mark Chinese New Year, because people who identify as Chinese make up the greatest representation of minority ethnic groups within Colchester population. The event was supported by workshops in schools which reached 2,000 students and a celebration that attracted 500 people to share in cultural celebrations. The event made use of the focus within the arts across the UK to pick up the theme of the handover of the Olympic and Paralympic games from Beijing to London.

Working through partnership delivery arrangements, Cultural Service ensures that arts delivery partners have equality and diversity action plans in place that take into consideration the mix of their programme to ensure that it is, where reasonable and possible, suitable to BME communities within the Borough. For example, the Mercury have appointed a person of Asian background to their Board and worked with the Asian community to programme dance celebrations.

Equality Bill

There will be a specific duty requiring all public bodies with 150 or more employees to report annually on their gender pay gap, their ethnic minority employment rate and their disability employment rate.

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Disability

The 2001 Census shows that 24,843 people (out of a total population of 158,900) have a limiting long-term illness. More recent figures from the Office of National Statistics show the following:

Claim	Period	Colchester	East of England	England
Incapacity Benefit Claimants	August 2008	4900	160,770	1,925,200
Severe Disablement Allowance	August 2008	900	20,270	207,410
Disability Living Allowance	August 2008	6870	215,250	2,453,310

Disability Discrimination Act 2005

According to the Act, disability is defined as:

“A physical or mental impairment which has a substantial and long-term adverse effect on a person's ability to carry out normal day-to-day activities.”

A further explanation of the terms used by the Act are as follows:

Impairment

The above definition covers physical and mental impairments, which include:

- physical impairments affecting the senses, such as sight and hearing
- mental impairments, including learning disabilities and mental illness (if it is recognised by a respected body of medical opinion) – for example, this would include dyslexia, dyspraxia and depression.

Substantial

For an effect to be substantial, it must be more than “minor”.

The following are examples that are likely to be considered as “substantial”:

- inability to see moving traffic clearly enough to cross a road safely
- inability to turn taps or knobs
- inability to remember and relay a simple message correctly.

Long-Term

These are effects of the condition that:

- have lasted at least 12 months;
- are likely to last at least 12 months; or
- are likely to last for the rest of the life of the person affected.

Long-term effects include those which are likely to recur. For example, an effect will be considered to be long-term if it is likely both to recur, and to do so at least once beyond the 12-month period following the first occurrence.

Day-to-Day Activities

Day-to-day activities are normal activities carried out by most people on a regular basis, and must involve one of the following broad categories:

- mobility - moving from place to place
- manual dexterity - for example, use of the hands
- physical co-ordination
- continence
- the ability to lift, carry or move ordinary objects
- speech, hearing or eyesight
- memory, or ability to concentrate, learn or understand; *or*
- being able to recognise physical danger.

Under the Act, the Government has issued guidance about whether an impairment has a substantial or long-term effect. This guidance does not in itself impose legal obligations on an employer or service provider, but when considering a complaint about discrimination a tribunal or court must take into account any guidance which appears to be relevant.

General duty

The Disability Discrimination Act 1995 amended by the Disability Discrimination Act 2005, places a statutory General Duty on all public authorities to promote disability equality. The 2005 Act provides an increasingly robust legislative framework which requires Council's to actively promote disability equality. This means that, in carrying out our services and functions, we must have due regard to the need to:

- promote equality of opportunity between disabled people and others;
- eliminate unlawful disability discrimination;
- eliminate harassment of disabled people that is related to their disabilities;
- promote positive attitudes towards disabled people;
- encourage participation by disabled people in public life; and
- take steps to take account of disabled people's disability, even where that involves treating the disabled person more favourably than other people.

Specific duty

The specific duties state that we must:

- publish a disability equality scheme (included in this Single Equality Scheme);
- involve disabled people in producing the scheme and action plan;
- show what actions are taken in the scheme, and what appropriate outcomes are achieved; and
- report on progress and revise the scheme.

The specific duties are intended to provide a framework to help us to plan, deliver and evaluate action to meet the general duty and to report on these activities. Guidance on what is meant by a disability is attached at appendix three.

Colchester Borough Council recognises that promoting equality will improve public services for everyone. Our aim, therefore, is to make equality a central part of the way the Council works by putting it at the centre of policy making, service delivery, regulation and enforcement, and employment practice.

Disability Reference Group

This group consists of staff and councillors who meet to discuss issues around disability. Issues discussed include:

- Accessibility
- Communications
- Flexible training
- Equality Impact Assessments
- Equality Training
- Feedback from service areas
- Updates from the Diversity Steering Group

Member's Liaison Group

Officers from the Diversity Steering Group (DSG) meet with Councillors representing each of the four political groups that make up our Council. This is an opportunity for the DSG officers to inform Councillors of the diversity activities the Council has been undertaking as well as consult them on a range of general diversity issues that have occurred within the wards of the borough.

Disability Double Tick Standard

We were awarded the disability (double tick) symbol which is a recognised award given to organisations which can demonstrate their commitment to employing disabled people.



One of our commitments under this scheme is that all disabled people who apply for a job with the Council, and who met the eligibility criteria, are guaranteed an interview.

Employers who use the disability symbol make five commitments regarding recruitment, training, retention, consultation and disability awareness.

These commitments are:

- to interview all disabled applicants who meet the minimum criteria for a job vacancy and to consider them on their abilities
- to discuss with disabled employees, at any time but at least once a year, what both parties can do to make sure disabled employees can develop and use their abilities
- to make every effort when employees become disabled to make sure they stay in employment
- to take action to ensure that all employees develop the appropriate level of disability awareness needed to make these commitments work
- to review these commitments each year and assess what has been achieved, plan ways to improve on them and let employees and Jobcentre Plus know about progress and future plans

Equality Bill

The new public sector duty will improve protection for disabled people:

- New duty on landlords and managers of residential properties to make alterations to hallways and stairs where reasonable to do so.

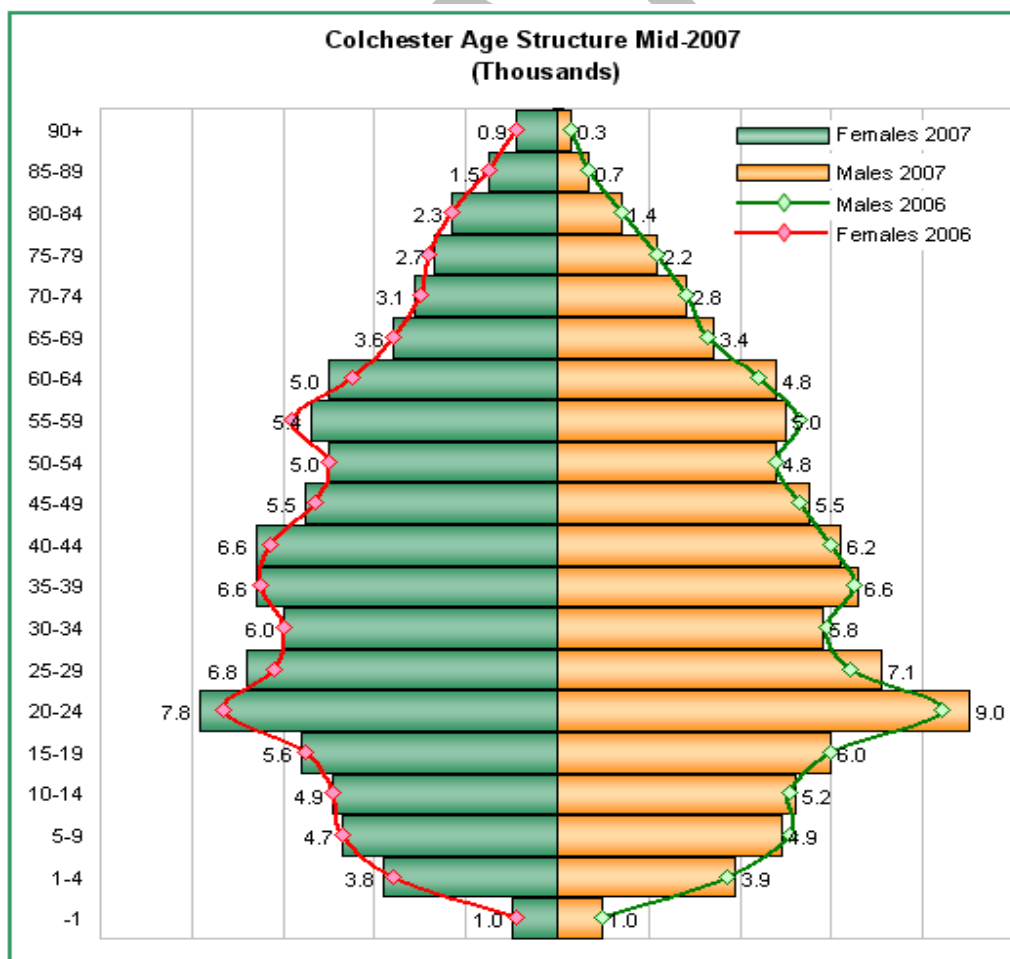
Gender

Data from the mid-2007 population estimates indicate that there is an almost equal gender split in Colchester Borough with men accounting for 49.3% of the population and women accounting for 50.7%. This is very similar to the Essex and England percentages as can be seen in the table below.

Area	Males	Females
Colchester	49.3%	50.7%
Essex	48.8%	51.2%
England	49.2%	50.8%

Data from the Department of Health puts the estimated life expectancy at nearly 78 years for men and 82 years for women.

The population pyramid below illustrates the gender and age structure of the borough and compares it to the previous year's mid-2006 population estimates.



With effect from 6 April 2007, the Equality Act was amended introducing a statutory gender equality duty on public bodies, such as Colchester Borough Council. This means that when carrying out its functions the Council must have due regard to the need to:

- Eliminate unlawful discrimination and harassment; and
- Promote equality of opportunity between men and women.

“Unlawful discrimination” in relation to gender is defined as:

- Direct and indirect discrimination on grounds of sex
- Discrimination on the grounds of pregnancy and maternity leave
- Discrimination on the grounds of gender reassignment
- Direct and indirect discrimination against married persons and civil partners
- Victimisation
- Harassment and sexual harassment.

The general duty applies to the Council’s policy-making function, its role as an employer and provider of local services and also its responsibility to enforce or make any statutory discretion and decision-making. Furthermore, the duty extends to public services and functions that are undertaken by contractors.

The duty will be enforced by judicial review and the Equality and Human Rights Commission (EHRC) will have the power to issue compliance notices if there is a breach of the duty.

As well as considering issues of gender equality when making decisions about the future, the Council must also take action to tackle the consequences of decisions in the past which failed to give due regard to gender equality. This will entail identifying and addressing any significant inequalities resulting from policies currently in place.

Whilst there is a tendency to focus on equality for women when looking at gender issues, this Scheme equally applies to men as well as the particular needs of transsexual and transgender people.

In 1999 the Sex Discrimination Act was amended by the Sex Discrimination (Gender Reassignment) Regulations to make it clear that transsexual men and women are expressly included in the SDA where they suffer discrimination because they have undergone, or are about to undergo gender reassignment.

Specific Duties

The general duty is the first positive step towards ensuring that men and women receive services and are offered employment and development opportunities that meet their needs, abilities and aspirations more closely. To support progress in delivering the general duty, there are also a number of specific duties that the Council must comply with and these are to:

- Prepare and publish a gender equality scheme (included in this Single Equality Scheme) to show how the Council intends to meet its general and specific duties as well as set out its gender equality objectives;
- Gather and use information on how the Council's policies and practices affect gender equality in the workplace and in the delivery of services;
- Consider the need to include objectives to address the causes of any gender pay gap;
- Consult appropriate stakeholders such as employees, trade unions, service users and other community organisations and take account of relevant information when determining the Council's gender equality objectives;
- Assess the impact of our current and proposed policies and practices on gender equality;
- Implement the actions set out in this scheme within three years, unless it is unreasonable or impracticable to do so; and
- Produce a report on the progress of the scheme every year and review the scheme at least every three years.

Violence against women and domestic violence

Domestic violence is essentially a pattern of behaviour characterised by the exercise of control and the misuse of power by one person over another within the context of an intimate relationship. It is manifested in various ways, which include but are not limited to, physical, sexual, emotional and financial abuse, and the imposition of social isolation, and is most commonly a combination of them all.

Research shows that a majority of the victims of domestic violence are women and the perpetrators predominantly men. The British Crime Survey (2001) suggests that one in four women and one in six men will be a victim of domestic violence in their lifetime. Such acts of violence can also take place in lesbian, gay, bi-sexual and transsexual relationships.

The Council works closely with a number of local organisations who assist the victims of domestic violence and their families, including the Colchester Crime and Disorder Reduction Partnership and the Colchester Domestic Abuse Forum. Initiatives and actions from working together with these organisations include:

- The production of a directory of services and supporting leaflet for Colchester, containing useful contacts, advice and guidance for both those agencies dealing with victims of domestic abuse and the actual victims of domestic abuse;
- Provided one refuge place per 10,000 population in Colchester;
- Produced a multi-agency strategy to tackle domestic abuse in Colchester;
- Participated in a quarterly Colchester Domestic Abuse Forum to raise awareness of domestic abuse and implement actions to tackle and reduce incidents of abuse;

- Included a new clause in the Colchester Borough Council Tenant Agreement stating that the perpetration of domestic violence by a tenant can be considered for grounds of eviction; and
- Participated in two multi-agency training events for Colchester to raise awareness and provide help, advice and guidance for those agencies dealing with victims of domestic abuse.

Colchester Borough Council provide revenue funding for the Women's Refuge and in 2008 gave additional funding through the Life Opportunities Capital Fund to purchase new premises.

Future projects include:

- Further multi-agency training events for Colchester to raise awareness and provide help, advice and guidance for those agencies dealing with victims of domestic abuse;
- Launch of Sanctuary Scheme for Colchester – a scheme which enables victims of domestic abuse and their children to remain in their own home, should they choose to do so; and
- Production of a domestic abuse/self awareness education packs to be delivered to year 10/11 students in all Colchester Secondary Schools.

Equality Bill

There will be a specific duty requiring all public bodies with 150 or more employees to report annually on their gender pay gap, their ethnic minority employment rate and their disability employment rate.

Age

The latest available data on the age of Colchester's population come from the mid-year 2007 estimates. These show that:

- The two largest age groups in Colchester mid-2007 were the 20-24 years age group with 16,800 people and the 25-29 year age group with 13,900 people.
- In comparison the smallest age group in Colchester is those aged over 90 years with 1,200 people and those aged less than one year with 2,000 people.
- Data also indicates that there are approximately 40,900 young people living in the borough aged between 0 and 19yrs. This accounts for 23.3% of the total population at mid-2007.
- The 2001 Census defined the 'working age population' (the age where people are available to work, regardless of whether they do or not) as 16 to 74 years. However, mid-2007 estimates are only available at 5-year age intervals, so in estimating the new 'working age population' we need to calculate from age 15 to 74 years (a difference of just one year). By doing this we see that 134,100 people in Colchester are of working age, making up 76.4% of the total population.
- The table below also indicates that there are 10,800 men aged 65 or more and a further 19,100 women aged 60 or more. Combined, this means that 29,900 people are of retirement age in Colchester, regardless of whether they work or not. This accounts for 17.0% of the population.

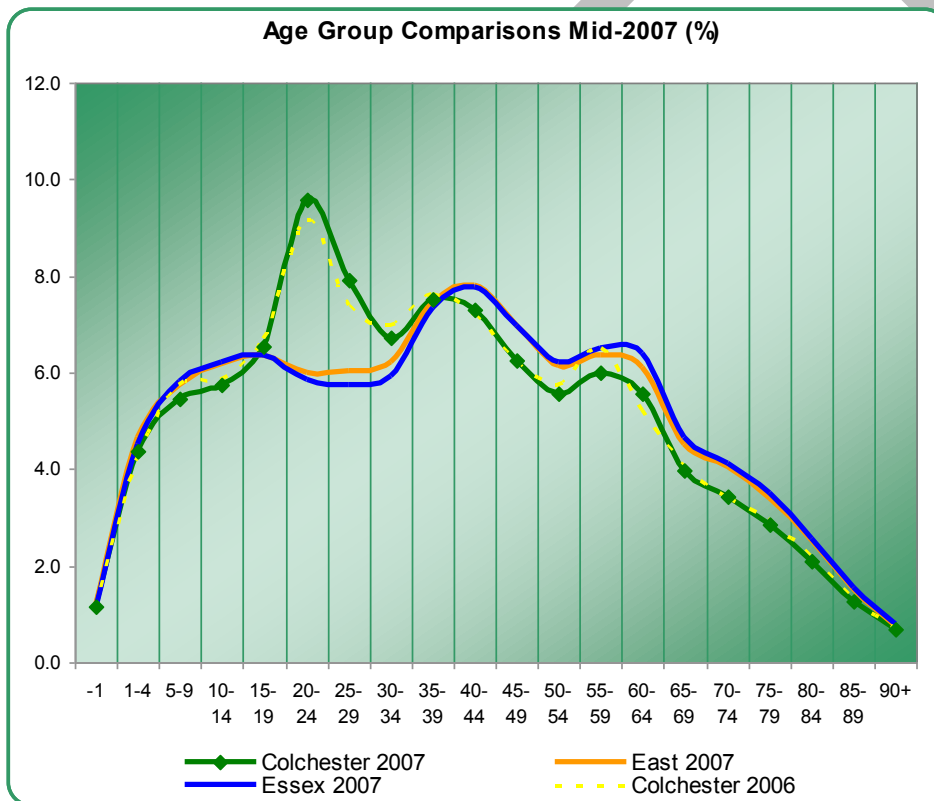
Mid-2007 Age & Gender Structure for Colchester (thousands)

All Ages	All People	Males	Females
Under 1	2.0	1.0	1.0
1-4	7.7	3.9	3.8
5-9	9.6	4.9	4.7
10-14	10.1	5.2	4.9
15-19	11.5	6.0	5.6
20-24	16.8	9.0	7.8
25-29	13.9	7.1	6.8
30-34	11.8	5.8	6.0
35-39	13.2	6.6	6.6
40-44	12.8	6.2	6.6
45-49	11.0	5.5	5.5
50-54	9.8	4.8	5.0
55-59	10.5	5.0	5.4
60-64	9.8	4.8	5.0
65-69	7.0	3.4	3.6
70-74	6.0	2.8	3.1
75-79	5.0	2.2	2.7
80-84	3.7	1.4	2.3
85-89	2.2	0.7	1.5
90+	1.2	0.3	0.9
Total	175.5	86.5	89.0

The chart below illustrates the age structure of Colchester in mid-2007 compared with the mid-2006 Colchester estimates, Essex mid-2007 and the East of England mid-2007. It indicates that between the ages of 20 and 34 years, there is a marked difference between Essex and the East. This could be attributed to Colchester's large student population resident at Essex University.

From the 35 to 39 age group, Colchester's population gradually begins to decline and in doing so, falls below the Essex and East of England averages for these age groups.

The chart also shows the comparison between Colchester's age structure in mid-2006 and mid-2007. Although the age structure remains broadly the same, there are small differences in certain areas. For example, the proportion of young people aged between 5 and 14 years has decreased slightly, whilst the proportion of young people aged between 20 and 24 years has increased slightly. There has also been a decrease in the 50-59 years age groups.



The Employment Equality (Age) Regulations 2006 made age discrimination illegal in the workplace and all staff must ensure they comply with the new law. These regulations came into force on 1 October 2006.

We recognise the importance of retaining valuable employees and will not use age, or age-related criteria in recruitment and selection. As part of the job application process, candidates can voluntarily complete an Equality and Diversity Monitoring Form which remains separate from the main application

and the recruiting manager does not see this information. The monitoring form includes the candidate's age and HR analyse this data on an annual basis.

The age profile of the existing workforce is also monitored every six months and this data is given to the HR Business Partners to do succession planning and producing annual HR Service Plans.

Colchester Borough Council work with the Older People's Forum. The forum includes agencies and voluntary sector groups that provide services to older people. The forum members are working together to address issues outlined their action plan.

The Mercury Theatre has a programme of community workshops for people who are 50+.

Equality Bill

The Bill bans discrimination against someone aged over 18 because of age when providing services or carrying out public functions.

- Defence of justification e.g. bus passes
- Timed introduction – financial services 2012 public services?
- Ongoing review of practical action to tackle age discrimination in health and social care reporting in October. Need to be in line with proposed EU Directive on Equal Treatment covering age.

Religion or belief

Data from the 2001 Census shows us that the borough's population are predominantly Christian, see table below:

	Colchester	East of England	England
All people (persons)	155,796	5,388,140	49,138,831
Christian (persons)	111,501	3,886,778	35,251,244
Buddhist (persons)	549	12,065	139,046
Hindu (persons)	758	31,386	546,982
Jewish (persons)	238	30,367	257,671
Muslim (persons)	1,181	78,931	1,524,887
Sikh (persons)	117	13,365	327,343
Any other religion (persons)	564	15,471	143,811
No religion	28,810	902,145	7,171,332
Religion not stated	12,078	417,632	3,776,515

Source – Office for National statistics 2001

The European Union's Equality Framework Directive 2000 became law in December 2003, making it illegal to discriminate either directly or indirectly against anyone on the grounds of religion or belief. The Equality Act 2006 also applies to religion and belief, and offers additional protection to people who do not have a faith.

Employees

As at March 2009, 36.1% of employees had stated their religion as Christian, with 1.5% Buddhist, Muslim and other. 13.8% declared that they had no religion and 48.6% of employees had not provided the Council with this information.

Sexual orientation

The Employment Equality (Sexual Orientation) Regulations 2003 make it unlawful to discriminate in employment or training on grounds of sexual orientation. The Equality Act (Sexual Orientation) Regulations 2007 make it unlawful to discriminate in the provision of goods, facilities and services on grounds of sexual orientation.

Employees

Since April 2008, Colchester Borough Council has included sexual orientation on its Equality and Diversity monitoring form. This information will be analysed annually, along with the other equality monitoring information to see if there are any trends, or groups that are underrepresented in the workforce.

Colchester Borough Council carry out regular staff surveys and equality monitoring questions are asked as part of the surveys. This enables the council to gather and analyse data on its staff with regards to equality monitoring. These questions are optional for staff to complete, and as with the equality monitoring form given to all candidates and new employees, it allows the council to gather valuable equality monitoring data on its workforce.

There have been no reported incidents of bullying or harassment due to sexual orientation reported to HR in the past few years.

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Our responsibilities as a service provider

As a service provider we have different responsibilities under each of the duties. In this section we detail the methods we will use to meet the different requirements of the duties.

Equality Impact Assessments

An Equality Impact Assessment (EqIA) is a tool for identifying the potential impact of our policies, services, strategies and functions on those who live in, work in and visit the borough. The assessment must include the potential impact on the following equality groups: age, disability, gender, race, religion or belief and sexual orientation. We also need to consider those who live in rural isolation, are on a low income or who do not have English as their first language. By assessing the potential impact we can ensure that the services we provide reflect the needs of our communities. By carrying out EqIAs, we may also ensure that the services we provide fulfil the requirements of anti-discrimination and equalities legislation.

By carrying out EqIAs we can:

- improve our work - our policies, services, strategies and functions
- make sure we do not discriminate
- promote equality
- make sure everyone, no matter who they are, can access our services

For further information on our EqIA Toolkit see appendix two.

Equality Standard for Local Government

In March 2009, we achieved Level Three of the Equality Standard for Local Government (ESLG). Following an independent assessment by the Improvement and Development Agency (IDeA), we successfully met the criteria set out for level three of the Equality Standard.

Only 21 district councils have reached level three of the Standard, so this is a significant achievement and places the Council within the top 10 percent in the country. The Equality Standard for Local Government is about the importance of fair equal treatment in services and employment. It also relates to the employment and training of its staff.

The assessment highlighted the Council's:

- strong leadership and commitment to equality and diversity
- clear vision to embed equality and diversity at all levels
- awareness of changing requirements of customers – such as taking the SOS bus out into communities to help residents with the credit crunch
- genuine attempts to involve communities in determining service delivery
- staff at all levels being committed to deliver services of excellence.

In April 2009 The Standard was replaced by the Equality Framework for Local Government (EFLG) and has three levels instead of five levels, Developing, Achieving and Excellent. As we had achieved Level three of the old Standard we were moved across to the Achieving level and are working towards Excellent. There are five performance areas in the framework:

- Knowing your communities and equality mapping
- Place shaping, leadership, partnership and organisational commitment
- Community engagement and satisfaction
- Responsive services and customer care
- A modern and diverse workforce

We will be reassessed against the Framework in 2011.

Equality monitoring and how the information will be used

We are working on gathering more data about the borough of Colchester as we recognise that, in many cases, we have only limited information and evidence about the extent to which our services and functions take account of race, gender, disability, age, sexual orientation and religion or belief.

We acknowledge that it will take time to build up a body of evidence against which we can monitor progress. However, we recognise the need to gather information and evidence about the effects of our services on race, gender, disability, age, sexual orientation and religion or belief equality, as well as the views of our users and non-users. We will use some of the following methods to gather information:

- equality impact assessments;
- disability reference group, made up of disabled employees;
- formal surveys required by the government;
- locality networks;
- our own customer and resident surveys;
- analysis of complaints;
- service/policy specific monitoring and consultation
- feedback at community events; and
- staff and councillor surveys.

We also recognise that monitoring by equality strands can be a sensitive issue, and that some people do not understand why we want to have this information about them. We will ensure that with any monitoring we undertake, we will fully explain the reasons why we are collecting the data and that it will help us to ensure that our services are accessible by all and that no barriers exist when people are trying to access our services.

We will ensure our that our staff are trained in equality monitoring and confident at explaining to customers why we are asking for the information and what it will be used for. When asking for equality monitoring information the following explanation could be used:

- Colchester Borough Council is committed to delivering more choice and better value to everyone who uses our services. We want to make sure that the right services are reaching the right people at the right time. To help us make sure we are doing this correctly it would be helpful if you would answer the questions about yourself. Some of the questions may feel a little personal, but the information we collect is anonymous and cannot be traced back to you. If you would like to know more about how we have used this information, please contactservice contact name...

We recognise that implementing monitoring arrangements across the entire organisation is an area which requires further development for all equality strands. Therefore, our aim is to ensure that monitoring arrangements are proportionate to the size of the relevant service, the nature of the policies concerned and the potential impact on the public, especially with regard to race, gender, disability, age, sexual orientation and religion or belief.

We recognise that people can experience different barriers depending upon who they are and their personal circumstances. However, we are aware that the collection of personal information can only be justified under the Data Protection Act 1998 if it is going to be used for specific purposes.

We currently have a statutory duty to monitor for any adverse and differential impact in terms of race, gender and disability. Under the Equality Bill, we will also have a duty to monitor for any adverse and differential impact in terms of age, sexual orientation and religion or belief. Any information gathered will be used to improve existing services and functions, or introduce new ones, as appropriate. The information also informs EqlAs and the development of service equality objectives and targets which are fed into service plans.

In addition, the information can be used to monitor the impacts of our policies and practices on recruitment, development and the retention of employees.

Procurement

In support of its public duty to promote equality of opportunity, Colchester Borough Council aims to achieve a robust and consistent approach to equality in the delivery of services and will work with partners and suppliers to ensure that suppliers are, as a minimum, compliant with the relevant legislation, both at the inception of contracts and through their effective life. The council will engage proactively with key suppliers to promote equality and positive practices in their operations and their provision of services to customers on behalf of the Council.

There are a number of actions to support this approach:

- Complete and maintain an Equality Impact Assessment of the Strategy, the current state and identify priority remedial actions;
- Completion and maintenance of a contract register of all material contracts with suppliers;

- Supporting the Procurement Hub in promoting best practice through the application of relevant tests at the pre-qualification stage of any procurement, the accreditation process for the Portal;
- Bringing contracts and suppliers in compliance with this strategy at inception or renewal of contracts or earlier where opportunities allow;
- Working with fellow councils in the Hub to develop common monitoring and remediation approaches via the Hub, both to stream-line processes within the Council and simplify business arrangements for businesses working with the Hub.
- Promoting compliant contracts and suppliers within the Council to services to channel expenditure through compliant suppliers.

The forthcoming equality bill will put a new duty on the public sector regarding procurement, a set of specific duties which will help public bodies to use public procurement to contribute to delivery of their equality objectives under the Equality Duty. These consist of requirements on contracting authorities:⁷⁷ As defined by the Public Sector Directive (Directive 2004/18/EC).

- a)** when setting out their equality objectives and the steps they intend to take to achieve them, to include how they will ensure that equality factors are considered as part of their public procurement activities to help contribute to the delivery of those objectives;
- b)** to consider the use of equality-related award criteria where they relate to the subject matter of the contract and are proportionate; and
- c)** to consider incorporating equality-related contract conditions where they relate to the performance of the contract and are proportionate.

Responsibility as an employer

Equality of opportunity in employment

We are committed to promoting equality and diversity in all aspects of employment and are committed to a policy of equal opportunity for all staff. Assessment for recruitment, selection, and appraisal, training and career progression purposes is based entirely on the individual's ability and suitability for the work.

We are committed to providing staff of all ages and backgrounds with opportunities to maximise their skills and achieve their potential, offering flexible working arrangements wherever possible. We encourage a diverse workforce and aim to provide a working environment where staff are valued and respected, and where discrimination, bullying and harassment are not tolerated. This responsibility is shared by everyone in the organisation and includes both councillors and staff.

We carry out staff surveys to keep up to date with staff opinions and this helps us work out what we can do better. The surveys ask for opinions on a range of subjects including:

We are committed to monitoring employment and recruitment to ensure equal opportunity of employment, regardless of age, gender, religion, race or disability. This includes monitoring the following activities:

- job applications;
- access to training and internal promotions;
- performance related pay as a result of outcomes of Performance Development Reviews (PDRs);
- grievances/discipline matters;
- leavers from employment;
- staff affected by redundancy and early retirements;
- flexible working requests; and
- instances of bullying.

To help us to continually improve our approach to equality we are committed to regularly reviewing our recruitment and employment policies and practices. Our obligations as an employer are outlined in section eight of this scheme. In addition we have a number of employment policies and procedures which relate to equality.

Arrangements for gathering information: employment

We undertake audits of our staff to update our human resources records. The information gathered is used for monitoring purposes and greater reference is put on obtaining data relating to gender, race and disability. We continue to encourage staff to share with us any information regarding race, gender and disability issues they may have, whilst ensuring that their privacy is respected. Any information about our staff helps us to understand the make-up of our

workforce and how it reflects that of our community. It also helps us to identify if there are instances of occupational segregation.

We will continue to collect and monitor information on staff profiles, recruitment data, training provision and disciplinary procedures across the different equality strands and publish these on the Colchester Borough Council website.

Our aim is to ensure that Council staff reflect the ethnic diversity of the borough. We will continue to analyse the data and develop plans to address any areas of inequality. We will take action to remove any barriers and promote equality of opportunity.

In terms of recruitment, we gather information about each applicant, for example on race, gender and if they have any disabilities. This information is monitored to ensure that our advertising is reaching all sectors of the community. As a result of our achievement of the disability symbol more detailed monitoring is carried out before short listing to ensure that all disabled applicants who meet the essential criteria are guaranteed an interview.

Monitoring continues throughout the career of the applicant and provides a detailed, accurate database, capturing the following information:

- activities leading to promotion (for example mentoring);
- disciplinary and grievance (stating outcomes and sanctions);
- exit interviews;
- grade at entry;
- performance development review (stating outcomes leading to pay awards); and
- training and development (offered and undertaken).

Equality Bill

There will be a specific duty requiring public authorities with 150 or more employees to publish the gender pay gap in their organisation and the percentage of ethnic minority and disabled people they employ.

Disability Reference Group

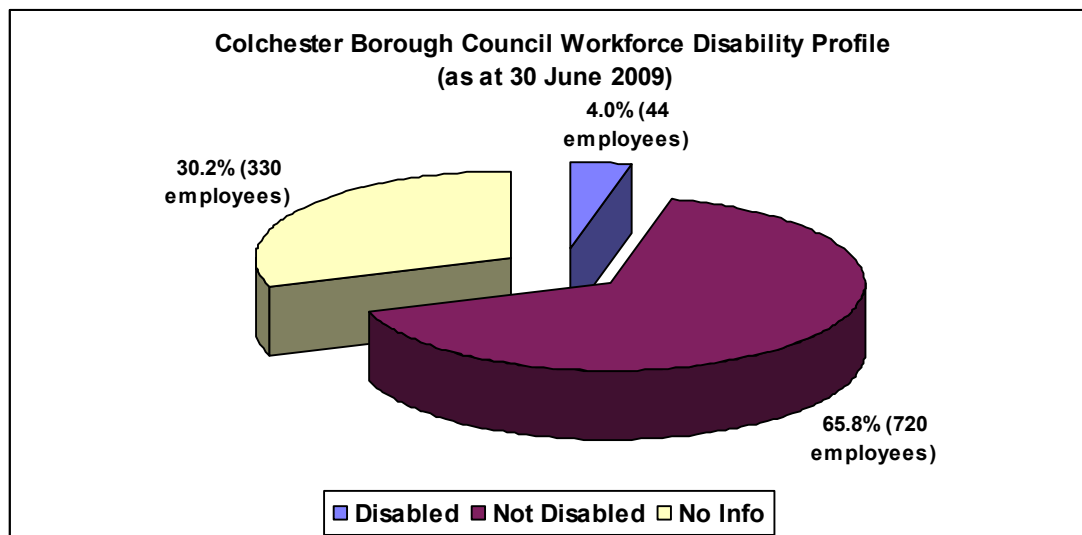
This group consists of staff and councillors who meet to discuss issues around disability.

Issues discussed include:

- Accessibility
- Communications
- Flexible training
- Equality Impact Assessments
- Equality Training
- Feedback from service areas
- Updates from the Diversity Steering Group

Employees with Disabilities at Colchester Borough Council

The pie chart below demonstrates the extent to which Colchester Borough Council has a representative workforce in respect to the population of Colchester as a whole. Colchester Borough Council Workforce Disability Profile



Employment and equal pay – including recruitment

The gender pay gap refers to the difference in average hourly earnings of men and women. Despite the introduction of the Equal Pay Act in 1970, latest figures from the Annual Survey of Hours and Earnings (ASHE) show:

The gender pay gap (as measured by the median hourly pay excluding overtime of full-time employees) widened between 2007 and 2008. The gap between women's median hourly pay and men's was 12.8 per cent, compared with a gap of 12.5 per cent recorded in April 2007, when it was at its lowest since records began. The median hourly rate for men went up 4.4 per cent to £12.50, while the rate for women increased by 4.1 per cent to £10.91.

One requirement of the gender equality duty is that the Council must:

“consider the need to include objectives to address the causes of any gender pay gap”

Such objectives must focus on the three main causes of this gap, which are pay discrimination, caring responsibilities and occupational segregation. The last category means that, if necessary, the Council must avoid the concentration of men and women into particular occupations, which can promote traditional gender stereotypes such as women doing admin work and men undertaking more manual roles.

To ensure that women are not under-represented in the higher paid jobs within the Council (often referred to as the “glass ceiling effect”), every year the Council provides data to the Audit Commission showing the percentage of

its female employees who are in the top 5% of its overall earners (known as BVPI 11a). As at March 2008 this was 28.4%.

Staff and councillor development/organisational learning

We recognise the importance of raising awareness of our specific duties under the Single Equality Scheme and general equality duties for all our staff. Therefore we commit to the following:

- We will continue to provide Equality and Diversity Training to all new staff who join Colchester Borough Council, as well as regular refresher training for all existing staff.
- We will provide Equality and Diversity training to new elected Councillors.
- We will continue to provide access to our Equality and Diversity e-learning to front line staff.
- We provided Equality Impact Assessment training for all managers and relevant staff in 2009. We will continue to train managers and staff on a rolling programme.
- We will review our training programmes for staff and Councillors every three years.

Protection of carers

Under the proposed new Public Sector Equality duty there is going to be Protection for carers. This extends protection for persons who are 'linked to' or 'associated with' a person who is of another sexual orientation, race or religion, to disability, gender and age or gender reassignment.

Working with others

Partners

We work in partnership with other organisations to achieve best practice and ensure the best use of resources across Essex. Key partnerships include:

- Essex Local Strategic Partnership
- Crime and Disorder Reduction Partnership
- Locality Planning Networks
- town and parish councils,
- other district councils,
- voluntary organisations,
- community groups
- Colchester Borough Homes,
- businesses through the town centre management, and
- Colchester Chamber of Commerce.

Colchester Compact

Colchester Borough Council is a signed up member of the Colchester Compact and sits on the Steering Group. The Colchester Compact is a written agreement, developed locally through consultation between representatives from the voluntary and community sector and statutory organisations.

It is not a legal document but it does establish a set of good working practices that signatories can draw upon and seeks to develop trust and understanding between partners.

Consultation, publishing arrangements and communications

There are many organisations that we work closely with including:

- North Essex NHS,
- North Essex Partnership Foundation Trust,
- Essex Probation Services;
- Colchester Institute;
- Tendring District Council;
- Colchester and Tendring Police Division;
- North Essex Mental Health Trust;
- Essex Rivers Trust;
- University of Essex;
- Victim Support;
- Essex Fire and Rescue;
- Colchester Sixth Form College;
- Citizens Advice Bureau.
- Essex Race Equality Council
- MENTER
- Colchester 2020
- Colchester Borough Homes
- Town and Parish Councils
- Tendring and Colchester Minority Ethnic Partnership
- CCVS.

These organisations will be consulted with on this scheme, as will local community groups, third sector organisations, district and county councils in the east of England, town and parish councils and the wider population and communities.

We will be communicating the consultation of the scheme in a variety of methods, including:

- Press release
- Letter
- Email
- Publication of draft scheme on our website
- Having the scheme available to view in our central and local libraries, customer service centre at Angel Court and local housing offices.

Feedback

Following the consultation, feedback will be published on our website in January 2010.

Implementation of the scheme

Identifying policies and functions relevant to the Single Equality Scheme

The Council completes Equality Impact Assessments (EqIA) for all policies, procedures and practices which have an impact on the people it employs as well as the customers it provides services to. This is part of our overall commitment to creating a culture of equality and diversity throughout the Council.

This process involves a rolling programme to conduct and update Equality Impact Assessments to cover all equality strands for existing policies and conduct equality impact assessments for all new functions and new and revised policies. We will consult with our communities on the rolling programme to help us prioritise where negative impacts may occur.

Assess and consult on the impact of policies on promoting equality

We will continue to seek feedback from all our customers on our service performance and consult widely on our plans and policies. We will do this by:

- Publishing information and policies on our website and encouraging feedback via our e-consultation tool.
- Actively engage with our diverse community who will be most affected by equality issues and the development of services.
- Seek feedback on our services via customer surveys and Touchstone customer feedback; specifically on the accessibility of services and the customer experience.
- Ask customers to provide information on themselves, for example their gender, ethnicity, age, whether or not they have a disability, their sexual orientation and religion or belief, when providing feedback so we can check the impact of services against different groups.

Publish the results of assessments, consultations and monitor;

We will publish the results and action plans arising from equality impact assessments and consultations on the Colchester Borough Council website www.colchester.gov.uk

We will consult on and publish our Single Equality Scheme Colchester Borough Council website.

Monitoring will enable us to assess whether specific areas of our activities disadvantage or discriminate ethnic communities.

Following the publication of the Single Equality Scheme all actions set out in the Action Plan will be assessed, monitored and evaluated to ensure that they have not had an adverse impact on equality. This will be conducted via the Diversity Steering Group which provides an active forum for the discussion of

involvement in corporate equality and diversity issues that affect the Council and consists of one representative from each service, Colchester Borough Homes and UNISON.

In addition we will monitor the impact of our activities with regard to the Single Equality Scheme through the following:

- Place Survey - Colchester Borough Council's resident survey
- Customer Satisfaction surveys
- Diversity Steering Group
- Employment monitoring data.

Make sure that the public have access to information and services

We operate a Customer Service Centre where trained staff can help customers with information and access to services in a way that suits their needs; including face-to-face, phone, e-mail and on-line.

We publish The Courier every four months and deliver it to every Colchester resident and interactively via the website. The Courier provides residents with as much information as possible about the services the council provides and plans for the future. We are now working with the Essex Blind Charity to review drafts of The Courier before it goes to print, to ensure that we are making it user friendly for those with visual impairments, and will continue to consult with them regularly.

We provide information on our plans, policies and services via the Council website. We provide an on-line language translation service to enable residents to access information easily. We also use Language Line which offers customers an interpretation service if this is needed.

We will monitor our performance for the different ethnic groups and addressing those areas where we may have issues such as satisfaction results, percentage of BME applications and BME candidates being recruited.

We are also working toward compliance with the Model Publication Scheme for Principal Local Authorities which requires us to show how people can access our services and information about them.

Collect and monitor information on staff, job applicants, training and grievance and disciplinary procedures

We will continue to collect and monitor information on staff profiles, recruitment data, training provision and disciplinary procedures across the different equality strands and publish these on the Colchester Borough Council website.

Our aim is to ensure that Council staff reflect the ethnic diversity of the borough. We will continue to analyse the data and develop plans to address

any areas of inequality. We will take action to remove any barriers and promote equality of opportunity.

Appendices

1. Equality objectives and three year action plan
2. EqIA toolkit
3. Meaning of disability
4. Mid-2007 Experimental Ethnicity Tables

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Appendix 1 - Equality objectives and three year action plan 2010 - 2013

Equality Objective 1: Ensure our plans and policies enhance the services delivered to our diverse communities

Action	Responsibility and timescales	Desired Outcome	Equality Group
Ensure Equality Impact Assessments (EqIAs) are carried out on all appropriate new, or amended existing, policies, strategies, services and functions.	<p>Group Management Team (GMT) – all service groups</p> <ul style="list-style-type: none"> Ongoing based on the three-year timetable published on our website 	To ensure all new, or amended existing, policies, strategies, services and functions are assessed for potential impacts on all equality groups.	All
Implement an EqIA awareness programme for all service managers and appropriate staff on our new EqIA Toolkit.	<p>Equality and Diversity Officer, supported by Human Resources</p> <ul style="list-style-type: none"> Awareness programme to commence in December 2009 and thereafter ongoing, as required. 	To ensure all relevant staff are aware of EqIAs and that they are confident in carrying them out.	All
Review group service plan.	<p>All GMTs</p> <ul style="list-style-type: none"> Annually 	To ensure all group service plans consider equality and diversity implications and responsibilities and identify any areas for improvement and equality objectives for their service area.	All
Promote equality and diversity policies to the Council's contractors and consultants appointed on land and property contracts and building works, as required by the Equality Bill.	<p>Estate Services</p> <ul style="list-style-type: none"> April 2010 onwards. 	To ensure the Council's contractors and consultants are aware of their equality and diversity responsibilities.	All

Action	Responsibility and timescales	Desired Outcome	Equality Group
<p>Promote Equality and Diversity through Council procurement process and Strategy, to include written procedures for actions to be taken by Council if equality and diversity requirements breached.</p>	<p>Resource Management, Finance Team and Essex Procurement Hub</p> <ul style="list-style-type: none"> • April 2010 • To be reviewed when Equality Bill comes in 	<p>To ensure Council's contractors and consultants are aware of their equality and diversity responsibilities. In addition, to ensure the Council meets its legal requirements under the forthcoming Equality Bill.</p>	<p>All</p>
<p>Services to refer to and use the Customer Access and Channel Management Strategy, which has been designed to provide all customers with equal opportunity to access our services, and which is adopted across the organisation as best practice in order to improve customer access for all.</p>	<p>All services and the Corporate Team responsible for running the Fundamental Service Reviews</p> <ul style="list-style-type: none"> • Strategy to be promoted in January 2010 to ensure services are using it • Review by end 2010 	<p>To ensure all customers can access our services using a variety of methods.</p>	<p>All</p>
<p>Continue to implement the requirement that all Cultural Services delivery partners must have an Equality and Diversity action plan that covers all areas of their operation in place to qualify for the Council's support and review and report performance against these plans at least annually.</p>	<p>Cultural Services Manager</p> <ul style="list-style-type: none"> • Annually 	<p>To ensure that the Council's delivery partnerships are in line with its equality targets and requirements</p>	<p>All</p>

Equality Objective 2: To improve the ways we engage with the borough's diverse communities to ensure that services meet specific needs

Action	Responsibility and timescales	Desired Outcome	Equality Group
<p>Use the SOS bus and other methods to meet the variety of people and groups in our community. Examples include using the SOS bus to offer advice and support to local people at various locations in the borough as part of the Council's 'tackling the credit crunch' initiative.</p>	<p>All services</p> <ul style="list-style-type: none"> February 2010 onwards 	<p>To engage with our communities and services users, across all equality groups.</p>	<p>All</p>
<p>Through the Customer Insight group we will bring representatives from across the Council together to coordinate our research and engagement activities and use the results to gain a deeper understanding of our customers service needs.</p>	<p>Strategic Policy and Regeneration</p> <ul style="list-style-type: none"> January 2010 onwards 	<p>To coordinate our research and engagement activities and use the results to gain a deeper understanding of our customers service needs.</p>	<p>All</p>
<p>Continue to measure our ethnic minority and migrant worker populations alongside the changing demographics of the Colchester borough.</p>	<p>Strategic Policy and Regeneration</p> <ul style="list-style-type: none"> Ongoing – at least annually 	<p>To gain a better understanding of the communities we serve.</p>	<p>Race</p>
<p>Work with partners, stakeholders, voluntary sector and community groups to engage with the borough's</p>	<p>Equality and Diversity Officer, with support from Community Development</p>	<p>To find out if there are any barriers stopping people of any faith accessing council services, and if so what we can</p>	<p>Religion and Belief</p>

Action	Responsibility and timescales	Desired Outcome	Equality Group
<p>faith groups to find out if there are any barriers stopping people of any faith from accessing council services, and if so what we can do to help them access our services.</p>	<p>and Cultural Services and Diversity Steering Group</p> <ul style="list-style-type: none"> • By February 2010 	<p>do to help them access our services.</p>	
<p>Work with partners, stakeholders, voluntary sector and community groups to engage with the borough's disabled community to find out if there are any barriers stopping people with disabilities from accessing council services, and if so what we can do to help them access our services.</p>	<p>Equality and Diversity Officer, with support from Community Development, Disability Reference Group and Diversity Steering Group</p> <ul style="list-style-type: none"> • By April 2010 	<p>To find out if there are any barriers stopping people with disabilities from accessing council services, and if so what we can do to help them access our services.</p>	<p>Disability</p>
<p>Work with partners, stakeholders, voluntary sector and community groups to engage with the borough's lesbian, gay, and bisexual communities to find out if there are any barriers stopping lesbian, gay or bisexual people from accessing council services, and if so what we can do to help them access our services.</p>	<p>Equality and Diversity Officer, with support from Community Development and Diversity Steering Group</p> <ul style="list-style-type: none"> • By June 2010 	<p>To find out if there are any barriers stopping lesbian, gay, or bisexual people from accessing council services, and if so what we can do to help them access our services.</p>	<p>Sexual orientation</p>
<p>Work with partners, stakeholders, voluntary sector and community groups to engage with the borough's transgender community to find out if</p>	<p>Equality and Diversity Officer, with support from Community Development and Diversity Steering</p>	<p>To find out if there are any barriers stopping transgender people from accessing council services, and if so what we can do to help them access our</p>	<p>Transgender</p>

Action	Responsibility and timescales	Desired Outcome	Equality Group
<p>there are any barriers stopping transgender people from accessing council services, and if so what we can do to help them access our services.</p>	<p>Group</p> <ul style="list-style-type: none"> • By August 2010 	<p>services.</p>	
<p>Work with partners, stakeholders, voluntary sector and community groups to find out if there are any women or men's group running in the borough; and if so to engage with them to find out if there are any barriers stopping individuals from accessing council services, and if so what we can do to help them access our services.</p>	<p>Equality and Diversity Officer, with support from Community Development and Diversity Steering Group</p> <ul style="list-style-type: none"> • By October 2010 	<p>To find out if there are any barriers stopping women or men from accessing council services, and if so what we can do to help them access our services.</p>	<p>Gender</p>
<p>Work with partners, stakeholders, voluntary sector and community groups to engage with the borough's young and older people to find out if there are any barriers stopping them from accessing council services, and if so what we can do to help them access our services.</p>	<p>Equality and Diversity Officer, with support from Community Development and Diversity Steering Group</p> <ul style="list-style-type: none"> • By December 2010 	<p>To find out if there are any barriers stopping young or older people from accessing council services, and if so what we can do to help them access our services.</p>	<p>Age</p>
<p>To analyse results of engagement with the borough's equality groups and suggest how we can make improvements to service delivery to</p>	<p>Diversity Steering Group</p> <ul style="list-style-type: none"> • As results are collected and analysed for each 	<p>To ensure that results of engagement are used to improve access to services for all our communities.</p>	<p>All</p>

Action	Responsibility and timescales	Desired Outcome	Equality Group
ensure that our services are accessible to all of our communities	equality strand results to be reported to Diversity Steering Group for review and action planning.		
Implement the Community and Engagement Participation Strategy across the organisation.	Strategic Policy and Regeneration <ul style="list-style-type: none"> • By June 2010 	To implement and embed this policy across the organisation so all service areas use the same strategy and are consistent in their approach to engagement and participation.	All
Develop and implement a protocol to standardise survey design across the organisation.	Strategic Policy and Regeneration <ul style="list-style-type: none"> • Protocol to be launched 2010 	To standardise survey design across the organisation.	All
Continue to work with the Customer Service Centre focus group.	Revenues and Benefits <ul style="list-style-type: none"> • Meets every three months 	To gain feedback from customers.	All
Implement e-claim to widen choices for claiming benefits including consultation with focus group.	Revenues and Benefits <ul style="list-style-type: none"> • E-claim to be available on website November 2009 • To be available to use at the counter and by phone in January 2010. 	To widen choices for customers to claim benefits.	All

Action	Responsibility and timescales	Desired Outcome	Equality Group
Ongoing claim take-up campaigns (working with Welfare Rights) and Money Market Day (working with other agencies) to raise awareness – (both) aimed at all sections of our community.	Revenues and Benefits <ul style="list-style-type: none"> • Ongoing 	To raise customer awareness of help available with benefits.	All
Build on the effectiveness of Neighbourhood Action Panels to help identify priorities for action in different geographic communities.	Executive Director for Place-shaping/Crime and Disorder Reduction Partnership <ul style="list-style-type: none"> • 2010 onwards 	To identify priorities for action in different geographic communities.	All
Identify new approaches to engage young people in the provision of new play and recreation facilities.	Parks and Recreation Manager <ul style="list-style-type: none"> • January 2010 onwards 	To engage with young people using alternative methods of communication.	Age – Young
Check ethnic breakdown of Community Alarm clients and compare to ethnicity population data. If above action shows less service usage from particular ethnic groups then target groups for appropriate promotional activities.	Community Operations team <ul style="list-style-type: none"> • January 2010 onwards 	To analyse take up of community alarm service by equality groups. To promote service to underrepresented groups.	Race
Review how Community Alarm services are provided for people who do not have English as a first language. Develop contact with representative groups of ethnic minorities in Colchester to gain an understanding of the needs of various	Community Operations team <ul style="list-style-type: none"> • January 2010 onwards 	To ensure service is fully accessible to those people who do not have English as their first language.	Those people who do not have English not first language.

Action	Responsibility and timescales	Desired Outcome	Equality Group
<p>groups. Work with individuals who apply for the Community Alarm service and ensure that information is obtained on the most appropriate communication method if their first language is not English.</p>			
<p>Review how recycling and waste services are provided for people who do not have English as a first language. Develop contact with representative groups of ethnic minorities in Colchester to gain an understanding of the needs of various groups. Work with individuals who seek information and guidance on recycling and waste minimisation and ensure that information is provided to them appropriately in relation to their needs.</p>	<p>Strategic Waste team</p> <ul style="list-style-type: none"> • By June 2010 	<p>To ensure service is fully accessible to those people who do not have English as their first language.</p>	<p>Those people who do not have English not first language.</p>
<p>Continue to implement additional ways of offering advice and help for customers who contact the Council either by visiting, phoning or using the online facilities.</p>	<p>CSC</p> <ul style="list-style-type: none"> • Ongoing 	<p>To ensure customers have a variety of methods to contact the Council.</p>	<p>All</p>
<p>Continue to develop the advocacy service that the CSC offers which is designed to meet the needs of the individuals, in the whole community, which may be very specific to their circumstances.</p>	<p>CSC</p> <ul style="list-style-type: none"> • Ongoing 	<p>That individuals needs specific to their circumstances are met through the provision of an advocacy service.</p>	<p>All</p>

Action	Responsibility and timescales	Desired Outcome	Equality Group
<p>Continue to develop relationships with partners such as the County Council, Police, Fire and Rescue and PCT to implement their services within the main council public office in order for them to reach the wider community.</p>	<p>CSC</p> <ul style="list-style-type: none"> • Ongoing 	<p>To continue to develop relationships with partners listed to improve services for customers.</p> <p>The provision of a broad range of services which is accessible to customers in one central location.</p>	<p>All</p>
<p>Continue to work with all the borough libraries and town and parish councils as community outposts for providing Colchester Borough Council services, advice and help including online facilities.</p>	<p>CSC</p> <ul style="list-style-type: none"> • Ongoing 	<p>To continue to develop relationships with partners listed to improve services for customers.</p> <p>All borough libraries and parish councils are community outposts for Colchester Borough Council services and can provide customers with help, advice and access to online information.</p>	<p>All</p>
<p>Continue to implement the requirement for Cultural Services delivery partners to have audience development and engagement plans in place, and review their activity at least annually.</p>	<p>Cultural Services Manager</p> <ul style="list-style-type: none"> • Annually 	<p>To ensure that we meet the needs of the diverse community, and do so more effectively through delivery partnerships</p>	<p>All</p>

Equality Objective 3: Identify and consult groups using a variety of communication methods to ensure equal accessibility to services for all

Action	Responsibility and timescales	Desired Outcome	Equality Group
Annual benefits survey in conjunction with benchmarking group and neighbouring councils.	Revenues and Benefits <ul style="list-style-type: none"> • Annually • Next due Nov/Dec 2009. 	To measure how the Council compare to others in benchmarking group.	All
Review database to identify people in need (for example direct debit failures, indicating people affected by credit crunch) as possible targets for benefits take-up campaigns.	Revenues and Benefits <ul style="list-style-type: none"> • Reviews to take place annually 	To help those people identified as requiring assistance with payments.	All
Develop use of Mosaic customer profiles to identify target groups for promotional activities (such as benefits take-up, promoting direct debit).	Revenues and Benefits <ul style="list-style-type: none"> • By end of 2010. 	To use data from Mosaic customer profiles to help customers identified as needing assistance.	All
Results of our survey of users of our benefits and taxation services as part of fundamental review to be analysed. From the analysis, we will be able to identify if there are any actions we need to take to amend or shape future service delivery.	Resource Management <ul style="list-style-type: none"> • By June 2010 	To consult and involve local people in shaping our future service delivery.	All
Explore text messaging opportunities for reporting faults, damage and incidents in children's play areas	Parks and Recreation Manager <ul style="list-style-type: none"> • By June 2010 	To improve reporting of faults, damage and incidents in children's play areas.	All

Action	Responsibility and timescales	Desired Outcome	Equality Group
<p>Ensure that a full range of methods are used to communicate with customers and that consideration is given to those who have a visual or hearing impairment, those with low levels of literacy and those who do not have English as their first language.</p>	<p>All services</p> <ul style="list-style-type: none"> • Immediately 	<p>To ensure all people are considered when we communicate with our customers and the wider communities.</p>	<p>All</p>
<p>Use customer-based data from the extra 'how do you contact the Council?' questions asked in the Place Survey to give further insight into how people have been accessing the Council's services, and to ensure we are offering appropriate choices.</p>	<p>CSC</p> <ul style="list-style-type: none"> • By February 2010 	<p>To react to customer feedback from Place Survey regarding the access of Council services.</p>	<p>All</p>
<p>Continue to develop relationships with educational establishments such as Colchester Institute to improve knowledge of methods of accessing council services.</p>	<p>CSC and Equality and Diversity Officer</p> <ul style="list-style-type: none"> • Ongoing • Equality and Diversity is a member of Colchester Institute's Equality and Diversity Advisory Group. 	<p>To improve knowledge of methods of accessing Council services.</p>	<p>All</p>
<p>Food hygiene training courses to be held in Bengali and Chinese</p>	<p>Food Safety Team</p> <ul style="list-style-type: none"> • Annually and as 	<p>To ensure food hygiene is accessible to those people who do not have English as</p>	<p>Those people who do not have</p>

Action	Responsibility and timescales	Desired Outcome	Equality Group
(annually) and in Turkish / other languages (as required).	required	their first language.	English not first language.
<p>Survey of users of our benefits and taxation services as part of a fundamental service review.</p> <p>Use results of survey to shape future service delivery.</p>	<p>Resource Management</p> <ul style="list-style-type: none"> • November 2009 • January 2010 onwards - once results analysed and actions identified. 	To consult and involve local people in shaping our future service delivery.	All
To promote and signpost people to help available to them, for example ESOL classes being run in the borough for those who do not have English as their first language.	<p>Community Development</p> <ul style="list-style-type: none"> • As available 	To ensure we promote initiatives and help that are available	All

Equality Objective 4: Ensure staff and members understand their equality and diversity duties to promote equal opportunities and deliver customer excellence

Action	Responsibility and timescales	Desired Outcome	Equality Group
<ul style="list-style-type: none"> EQIA for recruitment and selection to ensure strategy and practice is aligned to equality and diversity policy and reflects best practice. Promote recruitment and selection training for officers involved in such activities. 	<p>All GMTs / Human Resources Business Partner</p> <ul style="list-style-type: none"> Regular monitoring of practices when new legislation relevant to recruitment is introduced 	<p>To ensure the Councils recruitment process is up to date and that staff involved in selection panels are trained.</p>	<p>All</p>
<p>To ensure that all staff receive equality and diversity training on all equality strands, and that training includes promotion of the council's equality and diversity policies, to ensure they are communicated, understood and mainstreamed into CBC.</p> <ul style="list-style-type: none"> All new staff to receive an induction into Equality and Diversity and their responsibilities Refresher programme for staff who have not received recent training Colchester Learning Pool – the Councils e-learning programme – to be used to provide ongoing and refresher training in equality and 	<p>All GMTs / Human Resources / Diversity Steering Group / Disability Reference Group and Equality and Diversity Officer</p> <ul style="list-style-type: none"> As required By end of 2010 and every 3 years thereafter or as necessary (role change). Starting 2010 	<p>To ensure all new and existing staff receive regular equality and diversity training.</p>	<p>All</p>

Action	Responsibility and timescales	Desired Outcome	Equality Group
<p>diversity and cultural awareness</p> <p>All services to ensure that all staff understand their responsibilities under equalities legislation and apply them in their work.</p> <ul style="list-style-type: none"> • Gather data on awareness training attended by staff • Identify gaps and training needs within PDP • Organise relevant training and information sessions for staff as required. 	<p>All Heads of Service / GMTs/ line managers / all staff</p> <ul style="list-style-type: none"> • End March 2010 • End May 2010 • Ongoing 	<p>To ensure that all staff understand their responsibilities under equalities legislation and apply them in their work.</p>	<p>All</p>
<p>Set employment equality targets for recruitment, staff retention, workforce profiles for each equality strand.</p> <ul style="list-style-type: none"> • Collate and analyse workforce data across the Council. • Collate and monitor data on People segment of the Performance Dashboard by the Performance Management Board. • Use data to identify and implement actions as part of review of recruitment to address areas of under representation. • Identify if there are any barriers to accessibility and participation, in relation to employment. 	<p>Human Resources and Equality and Diversity Officer</p> <ul style="list-style-type: none"> • Annually and ongoing • Quarterly and annually • By June 2010 • By June 2010 	<p>To analyse employment data by equality groups to identify if workforce reflects local communities. If there are any underrepresented groups, identify actions to increase employment.</p>	<p>All</p>

Action	Responsibility and timescales	Desired Outcome	Equality Group
<p>Members to be offered equality and diversity training, on indication and as identified within their personal development plan, and that the training covers all equality strands.</p> <p>Committee Chairs and Cabinet to have Equality and Diversity training as part of the induction to these roles.</p>	<p>Members to identify needs as part of PDP process.</p> <ul style="list-style-type: none"> • Annually <p>Committee and Civic Services with support from Equality and Diversity Officer</p> <ul style="list-style-type: none"> • As required 	<p>To ensure that Members are aware of their statutory responsibilities and that they have the skills to deal with equality issues in their role as elected representatives and champions of their communities.</p>	<p>All</p>
<p>Evaluate the existing delivery of corporate equality and diversity training, ensuring that issues of equality within service delivery and employment are being effectively addressed</p>	<p>Diversity Steering Group and Service representatives</p> <ul style="list-style-type: none"> • By June 2010 	<p>A report focusing on the results, conclusions and recommendations of this review will be produced to determine how equality and diversity training should be delivered using blended learning in the future.</p>	<p>All</p>

Equality Objective 5: We will encourage the development of ways of working that take into consideration the flexibility needs of everyone

Action	Responsibility and timescales	Desired Outcome	Equality Group
Promote and encourage wider flexible working practices across the Council (where such systems are operationally possible and covered by specific legislation) and monitor these requests to ensure the process is free from discrimination.	All services supported by strategic Human Resources <ul style="list-style-type: none"> Ongoing 	A flexible and motivated workforce that provides services in accordance with business needs and efficiency requirements	All

Equality Objective 6: We will assess how employee and customer data already held by the Council can be more effectively utilised when developing strategies for improved service delivery

Action	Responsibility and timescales	Desired Outcome	Equality Group
Maximise the use of information collected across the Council on customer demographics and feed this information into the development of future service delivery.	Customer Excellence / All Services <ul style="list-style-type: none"> Ongoing 	A better understanding of our customers' needs will result in improved service delivery and customer satisfaction	All
Use customer profile research to develop and agree targets to improve the reach and accessibility of Cultural Services and embed these targets in the Funding Agreements that the Council has in place with delivery partners.	Cultural Services Manager <ul style="list-style-type: none"> January 2010 	To use data we hold to drive targets and improve service delivery through working in partnership	All

Equality Objective 7: We will identify any gaps in the employee and customer data we have and devise appropriate methods to obtain this information where it could be of benefit to the service and/or employee

Action	Responsibility and timescales	Desired Outcome	Equality Group
<p>Develop methods of collecting informative and localised equality monitoring data, including using the Mosaic system for data collection across the equality strands, and put in place a process for analysing the data and intelligence, so that it can be used to improve service delivery within the Colchester borough.</p>	<p>All Services</p> <ul style="list-style-type: none"> • By June 2010 	<p>Service provision and workforce practices can develop within a framework that promotes equality</p>	<p>All</p>
<p>Enhance current procedures around sharing data with the Local Strategic Partnership and other stakeholders to ensure a two-way process.</p>	<p>All Services</p> <ul style="list-style-type: none"> • By end of 2010 	<p>To ensure that we work with others to share information and best practice on our customers and communities.</p>	<p>All</p>
<p>To ensure a consistency of information that is collected and monitored across services and the council.</p>	<p>All Services</p> <ul style="list-style-type: none"> • By end of 2010 	<p>To ensure there is a consistency of equality monitoring data across services and the council.</p>	<p>All</p>

Equality Objective 8: We will challenge discriminatory attitudes and behaviour and take formal action where necessary

Action	Responsibility and timescales	Desired Outcome	Equality Group
Ensure cases of bullying or harassment in the workplace are not tolerated by the Council, apply the disciplinary and grievance procedures and monitor data where necessary	All Services supported by Human Resources <ul style="list-style-type: none"> Review cases annually to identify any trends and take appropriate action to tackle any issues 	Provision of a workplace that is free from discrimination and harassment on any or no grounds	All
Ensure that staff working with external partners, stakeholders, voluntary or community groups or customers are not subject to bullying or harassment on any grounds.	All services supported by Human Resources <ul style="list-style-type: none"> Support ongoing 	To ensure staff are not are subject to bullying or harassment by external partners, stakeholders, voluntary or community groups or customers.	All

Equality Objective 9: We will work in partnership to enable people to actively participate in their community

Action	Responsibility and timescales	Desired Outcome	Equality Group
We will work closely with our partners and stakeholders to enable people to actively participate in their community. For example, working with the Local Strategic Partnership (LSP), Essex Police, Voluntary and Community Sector organisations.	All Services <ul style="list-style-type: none"> Ongoing 	To ensure people can actively participate in their community by working with others to share, knowledge, information and best practice.	All

Action	Responsibility and timescales	Desired Outcome	Equality Group
Continue to develop and implement annual performance targets that will measure the range and diversity of residents' participation in Cultural Services, and review and report activity at least annually.	Cultural Services Manager <ul style="list-style-type: none"> Annually 	To ensure people can actively participate in their community	All

Equality Objective 10: We will involve people in the changes and improvements we make to policies and service delivery

Action	Responsibility and timescales	Desired Outcome	Equality Group
Publish the results of the consultations.	All services undertaking consultation <ul style="list-style-type: none"> Once consultation complete 	To ensure those consulted with and the wider community are made aware of findings and recommendations of consultation carried out.	All
Ensure a consistent approach to feedback to service users following consultation across services	All services undertaking consultation <ul style="list-style-type: none"> Once consultation complete 	To ensure those consulted with and the wider community are made aware of findings and recommendations of consultation carried out.	All
Monitoring and reporting of the Single Equality Scheme actions through agreed consultation method/s. Ensure staff and customers are kept up-to-date with the progress of the action plan	Annual assessment and monitoring through Diversity Steering Group and the Equality and Diversity Member Liaison Group to Senior Management Team and Policy Review Panel, Equality and Diversity Officer <ul style="list-style-type: none"> Annually 	Satisfaction across the authority of progress made under the Scheme. The Scheme and action plan is amended where necessary	All

Appendix 2 – Equality Impact Assessment Toolkit

Colchester Borough Council Equality Impact Assessment Toolkit

What is an Equality Impact Assessment? An Equality Impact Assessment (EqIA) is a tool for identifying the potential impact of our policies, services, strategies and functions on our residents, visitors and staff. The assessment must include the potential impact on the following equality groups: age, disability, gender, race, religion or belief and sexual orientation. We also need to consider those who live in rural isolation, are on a low income or who do not have English as their first language. By assessing the potential impact we can ensure that the services we provide reflect the needs of our communities.

By carrying out EqIAs, we may also ensure that the services we provide fulfil the requirements of anti-discrimination and equalities legislation.

Relevance Test

Please use the relevance test below to decide whether your policy, service or strategy requires an EqIA:

Relevant

- The policy, strategy or service will impact on people (residents, visitors and staff).
- The policy, strategy or service is intended to benefit people.

Not relevant

- The policy, strategy or service has no clear impact on people.
- The policy, strategy or service is a support function or administrative.

How do I use the toolkit?

The toolkit is easy to use and does not require any specialist knowledge to be able to use it. The assessment is in two sections; initial screening and full impact assessment. Once you have completed the initial screening you will know whether or not you need to complete a full impact assessment. If you require further information on how to complete an EqIA please contact Claire Holland, Equality and Diversity Officer on 01206 506452 or by email Claire.holland@colchester.gov.uk

Equality Impact Assessment Form

Screening

Name of strategy, project or policy to be assessed		Is the strategy/project/policy:	
		New	Existing
Lead officer completing assessment	Job title	Date of assessment	
Responsible department		Head of Service	

1. What is the main purpose of the policy, service or strategy?

2. List the main activities of the policy, service or strategy? (for strategies list the main policy areas):

3. Who are the main audience, users or customers who will be affected by the policy, service or strategy?

4. What outcomes are wanted from this policy, service or strategy?

5. Are other departments or partners involved in delivery of the policy, service or strategy? If so, please give details below.

6. What data, information or knowledge do you have to enable you to assess the impact on equality target groups? Please list below. (For example, think about performance indicators and targets, user satisfaction, uptake of services, consultation or involvement, workforce monitoring data, complaints, external verification and eligibility criteria).

7. Are there any concerns that the policy, service or strategy could have a differential impact in terms of equality?

Use the table below to indicate:

- Where you think that the policy, service or strategy could have a negative impact on any of the equality target groups, for example, it could disadvantage them;
- Where you think that the policy, service or strategy could have a positive impact on any of the groups or contribute to promoting equality, equal opportunities or improving relations within equality target groups;
- Provide an explanation as to why you think there is a positive or negative impact;
- The key elements of people’s lives affected by this policy, service or strategy. For example, finance, accommodation or welfare; and
- If you identified any data in question 6, use it to help your explanation below.

		Positive impact – it could benefit	Negative impact or risk – it could disadvantage	Explanation
Gender	Women			
	Men			
	Transgender			
Race	White – British			

		Positive impact – it could benefit	Negative impact or risk – it could disadvantage	Explanation
(census categories)	White – Irish			
	White – other background			
	Mixed – White and Black Caribbean			
	Mixed – White and Black African			
	Mixed – White and Asian			
	Any other mixed background			
	Asian/Asian-British - Indian			
	Asian/Asian-British - Pakistani			
	Asian/Asian-British – any other Asian background			
	Black/Black British – Caribbean			
	Black/Black British – African			
	Black/Black British – any other Black background			
	Chinese			
	Gypsies/Travellers			
	Any other group (write in)			
Disability	Physical			
	Sensory			
	Learning			
	Mental health issues			
	Other – please specify			
Sexual Orientation	Lesbian, gay and bisexual			
	Older people (60 +)			

		Positive impact – it could benefit	Negative impact or risk – it could disadvantage	Explanation
	Younger people (17-25), and children (0-16)			
Belief or Religion	Buddhist			
	Christian			
	Hindu			
	Jewish			
	Muslim			
	Sikh			
	Other – please specify			
Language	English not first language			
Social inclusion	Low income			
	Rural isolation			
Equal opportunities and /or improved relations				

8. Based on the explanations you have given in question 7, could the policy, service or strategy discriminate against any group(s) either directly or indirectly? If yes, please state how.

Note: Direct discrimination occurs when a person is treated less favourably than another in a comparable situation because of their racial or ethnic origin, gender, religion or belief, disability, age or sexual orientation. Indirect discrimination occurs when an apparently neutral provision or practice would disadvantage people on the grounds of racial or ethnic origin, gender, religion or belief, disability, age or sexual orientation, unless the practice can be objectively justified by a legitimate aim.

9 a) If you have identified any negative impacts in question 7, how could you minimise or remove this negative impact?

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9 b) If you have identified any positive impacts in question 7, how could you improve or promote this positive impact?

10. What consultation has been carried out on the policy, service or strategy? Who with? Please give the findings of the consultation below.

11. Do the findings from the consultation remove any negative impacts identified in question 7? Please give an explanation below.

--

12. If consultation has not been carried out, and you have no data or information available which monitors the impact of the policy, service or strategy on equality target groups, how do you intend to make a decision on the impact?

--

13. Please give details of how you (or how you intend to) collect monitoring data in relation to any of the following equality target groups:

Age:	Disability:
Gender/transgender:	Race:

Religion and belief:	Sexual orientation:
Low income:	Rural isolation:
English not first language:	Other (please state):

14. Which main audience, users or customers identified in question 3 have you involved in producing this EqIA?

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15. Summary of initial screening

Findings	Action required
No negative impacts have been identified and this has been justified with data or information. <input type="checkbox"/>	Sign off initial screening and finish.
Negative impacts were identified but have been minimised or removed. <input type="checkbox"/>	Implement actions identified in question 9a then sign off initial screening and finish.
Negative impacts were identified but have not been minimised or removed. <input type="checkbox"/>	Sign off initial screening and complete a full impact assessment.
Insufficient evidence to make a judgement. <input type="checkbox"/>	Sign off initial screening and complete a full impact assessment.

Please sign and date this form, keep one copy and send one copy to the relevant director and one to the Equality and Diversity Officer.

Name:		Copy sent to Head of Service? (Please name)	Yes <input type="checkbox"/> No <input type="checkbox"/>
Job title:		Copy sent to Equality and Diversity Officer?	Yes <input type="checkbox"/> No <input type="checkbox"/>
Date of completion:		Copy reviewed by Diversity Steering Group?	Yes <input type="checkbox"/> No <input type="checkbox"/>
Date for review of this screening:		Copy published on CBC website	Yes <input type="checkbox"/> No <input type="checkbox"/>

If you have identified any negative impact which is possibly discriminatory and not intended and/or of high impact, you must complete Section Two, Full Impact Assessment. Please contact the Equality and Diversity Officer for further information.

Full Equality Impact Assessment

In the EqIA screening you identified negative impacts that have not been minimised or removed, or there was insufficient evidence to make a judgement, therefore you now need to complete a full impact assessment:

- You need to show what information, data or evidence you have gathered, including consultation, and the findings; and
- You are required to complete the action plan to show how you will use the information gathered to minimise, reduce or remove the negative impacts you have identified.

Once you have completed these sections you can sign off the full EqIA.

If you require further information on how to complete an EqIA please contact Claire Holland, Equality and Diversity Officer on 01206 506452 or by email Claire.holland@colchester.gov.uk

1. What information has been gathered, including consultation with target equality groups, on how the policy, service or strategy could impact on equality target groups. This could include consultation with the general (i.e. whole) population analysed by certain groups? If there has already been consultation what does it indicate about negative impact of this strategy, project or policy?

Equality target groups	Information gathered and findings
Women	
Black and minority ethnic people (including Gypsies and Travellers)	
Young people and children	
Older people	
People with disabilities	
Lesbian, gay or bisexual people	
Transgender people	
People with religious faith or beliefs	

Equality target groups	Information gathered and findings
People on low incomes	
People living in rural areas	
People without English as their first language.	
CBH Staff	

2. As a result of this assessment and available evidence collected, including consultation, state whether there will be any changes made/planned to the policy, service or strategy. If yes, please state changes to be made below.

3a) Have you set up a monitoring/evaluation/review process to check the successful implementation of the policy, service or strategy?

YES NO

3b) How will this monitoring/evaluation further assess the impact on the equality target groups/ensure the policy, service or strategy is non-discriminatory?

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Action Plan

Equality strands	Negative impact	Action to minimise or remove negative impact	By who?	By when?	Progress to date
Gender					
Race					
Disability					
Sexual orientation					
Age					
Religion or belief					
Low income					
Rural isolation					
English not first language					

Sign off full EqIA

Name:		Copy sent to Head of Service? (Please name)	Yes <input type="checkbox"/> No <input type="checkbox"/>
Job title:		Copy sent to Equality and Diversity Officer?	Yes <input type="checkbox"/> No <input type="checkbox"/>
Date of completion:		Copy reviewed by Diversity Steering Group?	Yes <input type="checkbox"/> No <input type="checkbox"/>
Date action plan will be reviewed:		Copy published on CBC website?	Yes <input type="checkbox"/> No <input type="checkbox"/>

Appendix 3 - The meaning of disability

This appendix is included to aid understanding about who is covered by the Disability Discrimination Act 2005. It is taken from the national Statutory Code of Practice.

When is a person disabled?

A person has a disability if he or she has a physical or mental impairment, which has a substantial and long-term adverse effect on his or her ability to carry out normal day-to-day activities.

What about people who have recovered from a disability?

People who have had a disability within the definition are protected from discrimination even if they have since recovered.

What does 'impairment' cover?

It covers physical or mental impairments; this includes sensory impairments, such as those affecting sight or hearing.

Are all mental impairments covered?

The term 'mental impairment' is intended to cover a wide range of impairments relating to mental functioning, including what are often known as learning disabilities.

What is a 'substantial' adverse effect?

A substantial adverse effect is something which is more than a minor or trivial effect. The requirement that an effect must be substantial reflects the general understanding of disability as a limitation going beyond the normal differences in ability which might exist among people.

What is a 'long-term' effect?

A long-term effect of an impairment is one:

- which has lasted at least 12 months, or
- where the total period for which it lasts is likely to be at least 12 months, or
- which is likely to last for the rest of the life of the person affected.

Effects which are not long-term would therefore include loss of mobility due to a broken limb which is likely to heal within 12 months and the effects of temporary illness, from which a person would be likely to recover within 12 months.

What if the effects come and go over a period of time?

If an impairment has had a substantial adverse effect on normal day-to-day activities but that effect ceases, the substantial effect is treated as continuing if it is likely to recur; that is if it is more probable than not that the effect will recur.

What are 'normal day-to-day activities'?

They are activities which are carried out by most people on a fairly regular and frequent basis. The term is not intended to include activities which are normal only for a particular person or group of people, such as playing a musical instrument, or a sport, to a professional standard or performing a skilled or specialised task at work. However, someone who is affected in such a specialised way but is also affected in

normal day-to-day activities would be covered by this part of the definition. The test of whether an impairment affects normal day-to-day activities is whether it affects one of the broad categories of capacity listed in Schedule 1 to the Act. They are:

- ability to lift, carry or otherwise move everyday objects;
- continence;
- manual dexterity;

- memory or ability to concentrate, learn or understand;
- mobility;
- perception of the risk of physical danger;
- physical co-ordination; and
- speech, hearing or eyesight.

What about treatment?

Someone with an impairment may be receiving medical or other treatment which alleviates or removes the effects (though not the impairment). In such cases, the treatment is ignored and the impairment is taken to have the effect it would have had without such treatment. This does not apply if substantial adverse effects are not likely to recur even if the treatment stops (that is, the impairment has been cured).

Does this include people who wear spectacles?

No. The sole exception to the rule about ignoring the effects of treatment is the wearing of spectacles or contact lenses. In this case, the effect while the person is wearing spectacles or contact lenses should be considered.

Are people who have disfigurements covered?

People with severe disfigurements are covered by the Act. They do not need to demonstrate that the impairment has a substantial adverse effect on their ability to carry out normal day-to-day activities.

Are there any other people who are automatically treated as disabled under the Act?

Anyone who has HIV infection, cancer or multiple sclerosis is automatically treated as disabled under the Act. In addition, people who are registered as blind or partially sighted, or who are certified as being blind or partially sighted by a consultant ophthalmologist are automatically treated under the Act as being disabled. People who are not registered or certified as blind or partially sighted will be covered by the Act if they can establish that they meet the Act's definition of disability.

What about people who know their condition is going to get worse over time?

Progressive conditions are conditions which are likely to change and develop over time. Where a person has a progressive condition he or she will be covered by the Act. This will be from the moment the condition leads to an impairment which has some effect on the ability to carry out normal day-to-day activities. This applies even though it is not a substantial effect, if that impairment is likely eventually to have a substantial adverse effect on such ability.

Are people with genetic conditions covered?

If a genetic condition has no effect on the ability to carry out normal day-to-day activities, the person is not covered. Diagnosis does not in itself bring someone within the definition. If the condition is progressive, then the rule about progressive conditions applies.

Are any conditions specifically excluded from the coverage of the Act?

Yes. Certain conditions are to be regarded as not amounting to impairments for the purposes of the Act. These are:

- addiction to or dependency on alcohol, nicotine, or any other substance (other than as a result of the substance being medically prescribed);
- exhibitionism;
- seasonal allergic rhinitis (eg hayfever), except where it aggravates the effect of another condition;
- tendency to physical or sexual abuse of other persons;

- tendency to set fires;
- tendency to steal; and
- voyeurism.

Also, disfigurements which consist of a tattoo (which has not been removed), non-medical body piercing, or something attached through such piercing, are to be treated as not having a substantial adverse effect on the person's ability to carry out normal day-to-day activities.

DRAFT

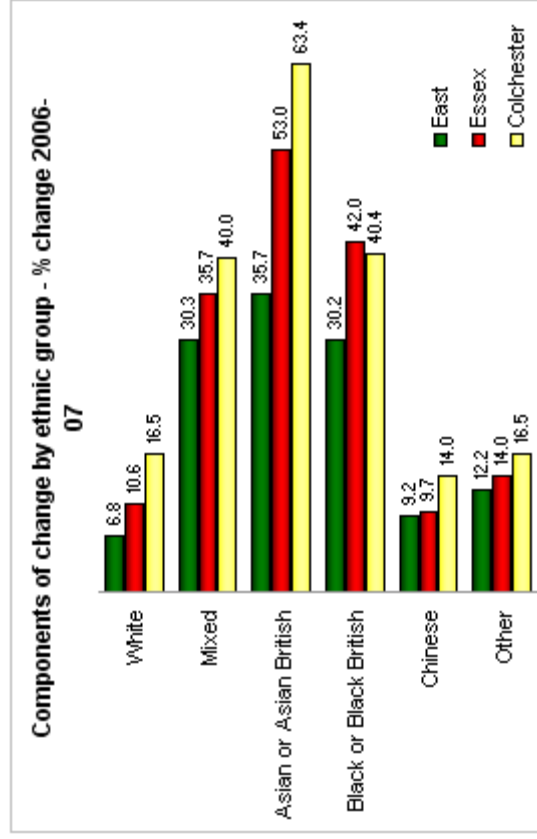
Appendix Four - Mid-2007 Experimental Population Estimates by Ethnic Group Colchester Borough and Essex areas

Table 1 – Ethnic Groups in Colchester by age and gender, mid-2007

	All People	White		Mixed		Asian or Asian British		Black or Black British		Chinese		Other	
		No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
All People	175.5	161.6	92.1	2.9	1.7	4.5	2.6	2.5	1.4	2.0	1.1	2.0	1.1
Males	86.5	79.6	92.0	1.5	1.7	2.3	2.7	1.3	1.5	0.9	1.0	0.9	1.0
Females	89.0	82.0	92.1	1.4	1.6	2.2	2.5	1.3	1.5	1.0	1.1	1.0	1.1
Age													
0-15	31.4	28.7	91.4	1.0	3.2	0.8	2.5	0.5	1.6	0.2	0.6	0.2	0.6
16-64/59*	114.0	103.3	90.6	1.8	1.6	3.4	3.0	2.0	1.8	1.7	1.5	1.7	1.5
65/60**	30.1	29.6	98.3	0.1	0.3	0.2	0.7	0.1	0.3	0.1	0.3	0.0	0.0

Summary of ethnicity in Colchester mid-2007

- These experimental mid-2007 ethnic group estimates show that 92.1% of Colchester's resident population categorise themselves as 'White' (161,600 people). This is a slight decrease from 92.9% in the previous year (mid-2006 ethnic group estimates).
- The statistics indicate that ethnic minority groups, (excluding 'other white') account for 7.9% of the total population, an increase from 3.8% on Census Day 2001. This is also higher than the Essex proportion of 6.5%, although some of this could be attributed to the University being situated in Colchester Borough.
- Colchester has the fourth largest proportion of ethnic minority groups in Essex County behind Epping Forest (10.1%), Harlow (8.8%) and Brentwood (8.2%) which have all increased in the last year.
- As the chart opposite illustrates, the majority of growth in Colchester between mid-2006 and mid-2007 is estimated to have

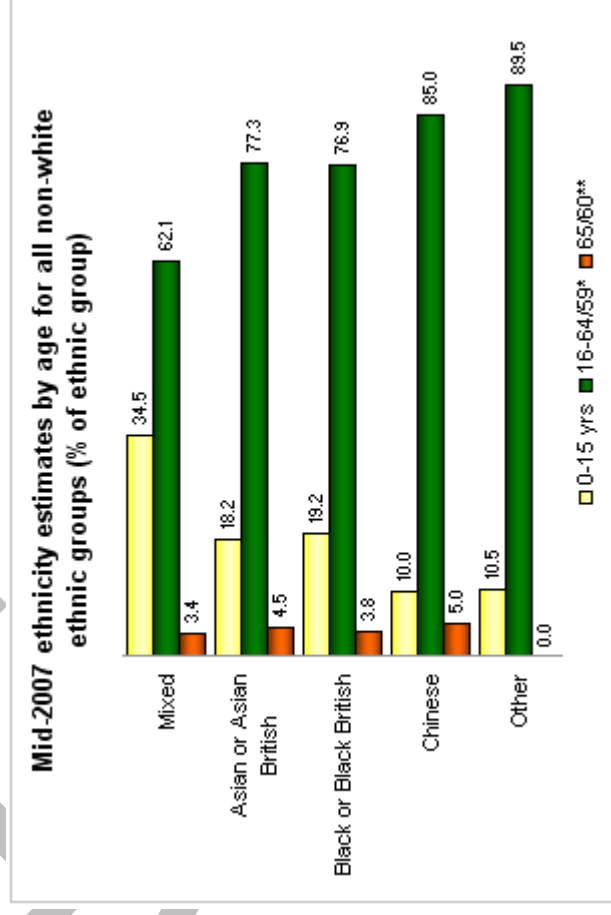


occurred in the 'Asian or Asian British' ethnic group (63.4% growth). This follows a similar pattern to Essex County whose 'Asian or Asian British' population is estimated to have grown by 53.0%.

- These estimates also highlight significant growth for the 'Black or Black British' ethnic group (40.4%) and the 'Mixed' ethnic group (40.0%).
- In comparison the 'White' group has only estimated to have grown by 16.5% between 2006 and 2007, although this is above the Essex and Eastern averages.

Ethnicity by age mid-2007

- The estimates also provide a breakdown of Colchester's ethnic groups by age. As table 1 above shows, a total of 161,600 people are estimated as classifying themselves as 'White' (92.1%). Of this proportion, the majority (63.9%) are estimated to be aged between 16 and 64/59 years.
- The chart opposite concentrates on the remaining five ethnic groupings and the proportion of people in each age group.
- The estimates indicate that the '16-64/59 years' age group is the most predominant age group in all ethnic categories especially in the 'Other' and 'Chinese' categories (89.5% and 85.0%).
- It is interesting to note that four out of the five ethnic groups all had over three quarters of their ethnic population aged 16-64/59 years.
- However, the 'Mixed' ethnic group had less than two thirds of its population in this age category. In this ethnic group there was also a significant proportion of young people aged 0 -15 years (34.5%). These higher proportions of young people are mirrored in the other four ethnic groups as can be seen in the chart opposite.



- By comparison, just 17.8% of the 'White' ethnic group are estimated to be aged 0 – 15 years.

Ethnicity by gender mid-2007

- The mid-2007 ethnicity estimates also provide some details on the gender structure within the different groups.
- For the 161,600 people estimated to be 'White,' 50.7% of them are female and 49.3% are male.
- This is similar to the gender split in both the 'Chinese' (52.6% female) and 'Other' ethnic groups (52.6% female).
- Alternatively, in the 'Mixed' (51.7 male) and 'Asian or Asian British' (51.1% male) ethnic groups the majority were male.
- However, it is worth noting that in terms of numbers these differences are marginal.

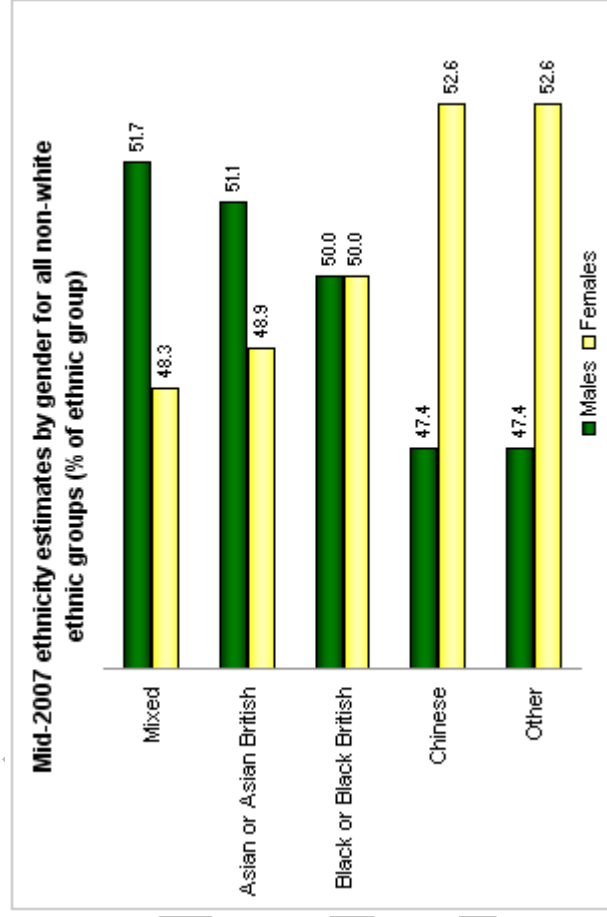


Table 2 – Ethnic groups for Essex and Colchester, mid-2007

Area	White:			Mixed:			Asian or Asian British:				Black or Black British:				Chinese or other ethnic group:	
	All Groups	British	Other White	White & Black African	White & Black Asian	Other Mixed	Indian	Pakistani	Bangladeshi	Other Asian	Black Caribbean	Black African	Other Black	Chinese	Other	
East of England	5,661.0	4,920.4	206.1	11.7	26.5	22.7	88.2	59	29.8	26	41.4	56.8	10.6	39.5	35	
Essex	1,376.4	1,236.3	38.1	2.6	5.8	4.8	15.6	6.3	5	6.2	7.6	13.1	1.9	7.9	7.2	
Basildon	169.8	153	3.9	0.4	0.6	0.6	2.2	0.9	0.6	0.7	1	1.9	0.3	0.8	0.7	
Braintree	140.9	130.1	3.2	0.2	0.5	0.4	0.9	0.4	0.4	0.4	0.6	0.9	0.1	0.4	0.5	
Brentwood	71.6	62.1	2.7	0.1	0.3	0.3	1.6	0.3	0.3	0.5	0.4	0.8	0.1	0.5	0.4	
Castle Point	89.2	82.7	1.5	0.1	0.3	0.2	0.7	0.3	0.4	0.2	0.4	0.8	0.1	0.3	0.3	
Chelmsford	164.5	147.3	4.8	0.3	0.7	0.6	2.2	0.7	0.5	0.6	0.8	1.6	0.2	1.1	0.7	
Colchester	175.5	152.5	7.9	0.4	0.9	1.0	1.8	0.6	0.6	1.5	0.8	1.5	0.2	2.0	2.0	
Epping Forest	123.3	105	4.4	0.3	0.6	0.5	2.7	1.3	0.7	0.8	1.4	2	0.2	0.7	0.6	
Harlow	78.3	68.3	2.1	0.2	0.4	0.3	0.9	0.6	0.4	0.3	0.6	0.9	0.2	0.8	0.6	
Maldon	62.4	58.1	1.4	0.1	0.2	0.1	0.4	0.2	0.2	0.1	0.2	0.4	0.1	0.2	0.2	
Rochford	82.2	76.5	1.5	0.1	0.3	0.2	0.6	0.2	0.2	0.2	0.3	0.5	0.1	0.3	0.2	
Tendring	146.2	134.8	2.4	0.2	0.7	0.4	1.0	0.5	0.4	0.6	0.8	1.2	0.1	0.5	0.7	
Uttlesford	72.5	65.8	2.2	0.1	0.3	0.2	0.6	0.3	0.3	0.2	0.3	0.5	0.1	0.3	0.4	
Southend-on-Sea	162	143.6	4.3	0.5	0.8	0.6	2.3	1.1	0.9	0.7	0.8	2.2	0.2	1.0	0.8	
Thurrock	150	130.5	1.5	0.4	0.7	0.5	2.5	0.9	1.4	0.7	1.3	3.8	0.3	0.9	0.8	
England	51,092.0	42,736.0	1,776.3	114.3	260.9	212	1,316.0	905.7	353.9	339.2	599.7	730.6	117.6	400.3	376.1	

Notes:

a) Source: Population Estimates Unit, Office for National Statistics (ONS). © Crown Copyright, 2009.

b) These estimates are consistent with the mid-2007 population estimates which are available to view at

www.colchester.gov.uk/community

c) This data is not available below this geographical level.

d) Figures may not sum due to rounding.

e) *16-64 for males; 16-59 for females.

f) **65 and over for males; 60 and over for females.

FREE
TRIAL

11 January 2010

Report of	Head of Corporate Management	Author	Amanda Chidgey
Title	Work Programme 2009/10		☎ 282227
Wards affected	Not applicable		

This report sets out the current Work Programme 2009/2010 for the Policy Review and Development Panel.

1. Decision Required

- 1.1 The Policy Review and Development Panel is asked to note the current situation regarding the Panel's work programme for 2009/10.

2. Introduction

- 2.1 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.

3. Current Situation

- 3.1 The Work Programme has been updated since the meeting of the Panel held on 9 November 2009 to take into account the following:
- Town Centre Improvements // Joint Presentation with Essex County Council. It is expected that the town centre work will go out to public engagement late in February and it may therefore be necessary to arrange a special meeting of the Panel timed just prior to the public engagement programme.
 - Fleet Replacement Strategy has been removed from the work programme for the meeting to be held on 1 March 2010.
 - 20 mph Speed Limit // Final Report. The work has been taken as far as it can at this stage. There is still more to be learned from Oxford City (and others) as this would help delivery at a later stage. Although approval has been obtained from Cabinet, consultation and engagement cannot start until the necessary resources are available. It has been suggested that an Engagement Plan could be written and the time used to engage Essex County Council and Essex Police at a high level to consider changing their position and or invite them to be part of an engagement process.

4. Alternative options

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

5. Standard References

- 5.1 There are no specific strategic plan references or financial, equality, diversity and human rights, community safety, health and safety, publicity and risk management implications in this matter.

Policy Review and Development Panel
WORK PROGRAMME 2009/10

	<u>15 June 2009</u>	<u>10 August 2009</u>	<u>23 September 2009</u>
Policy Initiatives		Tree Strategy	Historic Town Centre Improvements: - Draft Public Realm Strategy - Draft Lighting Strategy
Review of Corporate Policies	Procurement Strategy 2009 – 2012	Historic Town Centre	
Task and Finish Groups	Night Time Economy // Update Historic Town Centre Improvements // Update Waste Prevention and Recycling Options Appraisal // Update	Mayorality // Report on Findings Waste Prevention and Recycling Options Appraisal // Update	Night Time Economy // Draft Conclusions 20mph speed limit Task and Finish Group // Update Waste Prevention and Recycling Options Appraisal // Update

	<u>9 November 2009</u>	<u>11 January 2010</u>	<u>1 March 2010</u>
Policy Initiatives		Colchester Tree Policy // Post Consultation	Community development/ neighbourhoods
Review of Corporate Policies		Economic Prosperity Strategy 2007 – 2010 Single Equality Scheme // Draft report	Town Centre Improvements // Joint Presentation with Essex County Council
Task and Finish Groups	20mph speed limit // Draft Conclusions Mayoralty // Report on Findings		20mph speed limit // Engagement Plan Waste Prevention and Recycling Options Appraisal // Final Report Night Time Economy // Final Report

Task and Finish Groups	Membership
Night Time Economy	Councillors Barlow, Davies, Naish and B. Oxford
20 mph speed limit	Councillors Ford, Hardy, G. Oxford and Sykes
Mayoralty	Councillors Garnett, Hall, Naish and B. Oxford
Waste Prevention and Recycling Options Appraisal	Councillors Arnold, Barlow, Chillingworth, P. Oxford, Smith and J. Young

