

Policy Review and Development Panel

Grand Jury Room, Town Hall
1 September 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.

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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
1 September 2010 at 6:00pm**

Members

Chairman : Councillor Nigel Offen.
Deputy Chairman : Councillor Margaret Fisher.
Councillors Nigel Chapman, Michael Lilley, Mike Hardy,
Lesley Scott-Boutell 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

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To confirm as a correct record the minutes of the meeting held on 14 June 2010.

7. Economic Development Strategy 2010-2015

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The Panel will be assisted in its discussions by the following guest speakers who have been invited to make presentations at the meeting:

- Alf Mullins from Signpost
- Bob Baggalley from Colchester Business Enterprise Agency.

See report by the Head of Strategic Policy and Regeneration.

i.	Proposed Structure of the Strategy (Appendix 1)	13
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See report by the Chairman of the Task and Finish Group		
i.	Facilitator Notes (Appendix 1)	47 - 51
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See report by the Head of Corporate Management

11. 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
14 JUNE 2010**

Present :- Councillor Nigel Offen (Chairman)
Councillors Nigel Chapman, Margaret Fisher,
Mike Hardy, Michael Lilley and Jill Tod

Substitute Member :- Councillor William Frame
for Councillor Lesley Scott-Boutell

3. Minutes

The minutes of the meetings held on 1 March and 19 May 2010 were confirmed as correct records.

Councillor Nigel Chapman (in respect of being a member of the Board of Colchester Borough Homes) declared a personal interest in the following item pursuant to the provisions of Meetings General Procedure Rule 7(3)

Councillor William Frame (in respect of being the Chairman of the Board of Colne Housing Society) declared a personal interest in the following item pursuant to the provisions of Meetings General Procedure Rule 7(3)

Councillor Michael Lilley (in respect of being the Labour Group's spokesperson on the 2012 Partnership) declared a personal interest in the following item pursuant to the provisions of Meetings General Procedure Rule 7(3)

Councillor Margaret Fisher (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)

Councillor Michael Lilley (in respect of his role as a carer for his mother) declared a personal interest in the following item pursuant to the provisions of Meetings General Procedure Rule 7(3)

4. Work Programme 2010-11

The Panel considered a report by the Head of Corporate Management explaining that by the end of the last Municipal Year the Policy Review and Development Panel had completed a number of very important tasks and received presentations on various interesting and stimulating subjects and presenting a preliminary work programme for the forthcoming year.

A number of Task and Finish Groups had previously been set up by the Panel and details of the progress made by each Group was reported as follows:

Waste Prevention and Recycling Options Appraisal

The Task and Finish Group's work was continuing, concentrating on two streams in particular:

- Strongly encourage participation – investigating methods to encourage further participation in recycling including looking at experience elsewhere from the use of incentives, enforcement;
- Food waste collection – to further explore the benefits of food waste collection and look at how potentially this could be trialled in the Borough.

The group had not yet met this year but a schedule was being arranged, bearing in mind the work that was happening around the Street Services Fundamental Service Review so that both processes could be aware of each other.

It was requested to schedule the Waste Task and Finish Group report for the November meeting of the Panel.

Historic Town Centre Improvements

A series of quick wins had been completed which included:

- Works in St Peter's Churchyard, North Hill and a service where the Garrison adopted the church as its town centre location
- A contribution to renovation works on the Essex and Suffolk Fire Office colonnade

The major parts of this work were the need to reduce unnecessary traffic in the town centre and making arrangements ahead of the closure of the bus station in 2012.

It was suggested that the Group should report to the Panel in September 2010 and January 2011.

20 mph Speed Limits

A meeting with Councillor Hume and officers would take place on 20 July 2010 to discuss a number of transportation matters. It was hoped to include an item on 20mph speed limits to seek County Council acceptance of the approach in principle and a potential way forward with a joint engagement programme. This would be the first meeting post-general election following which there had been a number of significant funding announcements on transport and the time may

have to be used to discuss the way forward on a number of projects.

The Task and Finish Group had not met since early February but continued to have a role, subject to further dialogue with Essex County Council.

Night Time Economy

The work of this Group had drawn to a conclusion with the Peer Research and the best practice commissioned report being the only outstanding elements left to complete. The final report was likely to identify those key actions either short, medium or long term that would have the most impact on delivering a town centre which was safe and welcoming to all in the evening.

Mayoralty

This Group reported to the Panel at the end of 2009 when Councillor Hunt's offer to Chair an informal Civic Sub Committee to discuss certain civic related matters was accepted.

Responsibility for civic related matters had been transferred to the portfolio responsibilities of Councillor Smith and arrangements would be put in place to invite Councillor Smith to continue the informal arrangement initiated by Councillor Hunt.

The Council's Draft Strategic Plan Action Plan for 2010 -11 had also been attached to the report for the Panel to bring to members' attention the scope of work upon which the Council would be concentrating its resources for the period April 2010 to March 2011. The Panel was invited to identify potential areas of work, for inclusion, subject to Cabinet approval, within the Work Programme for the year.

A number of potential areas of work were identified as follows:

- **Olympics 2012** with the involvement of the Chairman of the 2012 Partnership to attend and present as well as other key partners from the University and Garrison;
- **Integrated County Economic Development Strategy / The State of Essex report** with contributions from representatives from Essex County Council;
- **Review of Accommodation for Older People** with contributions invited from Age Concern, Essex Social Services, Colchester Almshouses and Balkeerne Gardens;
- **Energy Savings Trust** with a detailed breakdown of this Council's energy saving Initiatives;
- **Allotments Strategy** with an exploration of the opportunities to convert more land to use as allotments;

• **Cycle Paths and the Cycle Town Initiative**

The Panel felt that there was a need to raise the profile of the work of the Panel to ensure that its considerations might reach a much wider audience of Councillors, media and members of the public. Additionally, previous attempts to involve the participation of partner organisations and other stakeholders needed to be continued and explored further with a view to developing much greater interest in the work and increased value to the eventual outcomes.

A number of members were interested in additional initiatives for younger people, such as the Youth Bus, and the potential to draw in resources from a variety of stakeholders to widen the solutions available and able to be funded successfully. However, due to other issues taking more immediate priority, this was not considered entirely feasible for inclusion formally in the Panel's work programme at this stage.

At the last meeting of the Panel representations had been made by Parish Councillor John Gili-Ross on the consultation on the development of North Station as part of the Council's Supplementary Planning Document. It was considered that this subject was a matter for the Local Development Framework Committee and any additional involvement by this Panel would lead to unnecessary duplication of work.

RESOLVED that -

- (i) The progress made by the various Task and Finish Groups be noted and arrangements be made for update reports to be considered by the Panel as follows:
 - (a) Waste Prevention and Recycling Options Appraisal – 8 November 2010,
 - (b) Historic Town Centre Improvements – 20 September 2010 and 10 January 2011,
 - (c) 20 mph Speed Limits – 9 August 2010,
 - (d) Night Time Economy (final report) – 9 August 2010;
- (ii) That Parish Councillor Gili-Ross' request regarding the consultation on the development of North Station as part of the Council's Supplementary Planning Document be not accepted on the grounds that this was a matter for the Local Development Framework Committee and Parish Councillor Gili-Ross be informed accordingly.

RECOMMENDED to the Cabinet that agreement be given to the Panel to

undertake detailed investigations and to formulate recommendations, on behalf of the Cabinet, in relation to the following subject areas, with possible dates for consideration as indicated:

- (i) Olympics 2012 – November 2010;
- (ii) Integrated County Economic Development Strategy / The State of Essex report – September 2010;
- (iii) Review of Accommodation for Older People;
- (iv) Energy Savings Trust;
- (v) Allotments Strategy;
- (vi) Cycle Paths and the Cycle Town Initiative.



Policy Review and Development Panel

Item
7

1 September 2010

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

This report concerns the Economic Development Strategy 2010 to 2015

1. Action Required

- 1.1 To review the Council's proposed Economic Development Strategy 2010 to 2015.

2. Reasons for Action

- 2.1 For the Council to adopt an Economic Development Strategy in 2010 in recognition of the need and responsibility to provide an overarching vision and framework of action for economic development in the Borough. The Panel reviewed the previous strategy for 2007 to 2010 on January 11th 2010 and agreed to undertake a review of the new strategy direction proposed in this paper.

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 Development Strategy is to set out a framework to steer the activities of the Council and partner organisations to achieve a sustainable and strong local economy, foster the conditions for economic resilience and growth and to capture the economic benefits for residents and businesses in the Borough.
- 4.2 It is proposed to extend the lifetime of the strategy from three to five years. This will enable a greater degree of medium to longer term strategic planning. This time frame is also consistent with that of most of the leading Councils in economic development.
- 4.3 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 will be strongly aligned with the Economic Development Strategy. Both strategies identify 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. Working in close partnership with a wide range of agencies is vital to delivering the strategy. For this reason two of our key partners Signpost and the Colchester Business Enterprise Agency will also be presenting their achievements and vision for the future of the local economy.

- 4.4 Colchester is a diverse and growing Borough with a resilient economy and a buoyant town centre. Colchester is recognised as a successful place with the drive and the tenacity to deliver an ambitious growth programme. The next five years to 2015 represent an unparalleled opportunity to consolidate on success and firmly position Colchester as a regional centre spearheading sustainable economic growth within the Borough and its wider catchment area.
- 4.5 The Borough of Colchester lies in a key gateway location between the UK and Europe, with access to Europe via the nearby Ports of Harwich and Felixstowe to the east and Stansted Airport to the west. Colchester is centrally located within the Haven Gateway sub-region and is identified as a “key centre for development and change”. Colchester shares its vision with the Haven Gateway Partnership vision to have “a high quality environment for its residents, workers and visitors by capitalising on its location as a key gateway, realising its potential for significant sustainable growth, addressing its needs for economic regeneration, creating an additional focus for growth of hi-tech, knowledge based employment”.
- 4.6 The Colchester economy, worth in the order of £17 billion, is a diverse economy which 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 and 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 (2.9%) than the East of England and the UK and still has so. The Colchester Town Centre is in the top 50 (46th) in the UK based on an annual retail expenditure of £540m alongside other cities such as Cheltenham and Bath and retail centres such as Brent Cross.
- 4.7 Whilst recognising the inherent strengths and resilience of the local economy outlined in 4.3, the Borough also faces some significant economic challenges in the period to 2015. These challenges include the effects of any reduction in public sector spending given the relatively high level (31%) of public sector jobs in the Borough, the relatively high level of young people aged 16 - 19 who are not in education, employment or training (5.7%) and the need to further increase the rate of new business start ups.

5. The Strategic Context

- 5.1 The Economic Development Strategy forms a key part of the integrated strategic approach led by the Strategic Policy and Regeneration Service. This brings together the key strategies and delivery plans for economic development with housing, transport, renaissance programme and the Core Strategy. Providing jobs for Colchester’s growing community is a central objective of the Core Strategy that sets out the overall direction for the Local Development Framework that will guide spatial planning and steer future development and investment in Colchester up to 2021. The adopted target of 14,200 jobs based on the floor target in The East of England Plan falls principally within the remit of this strategy. Currently the Council is on track to achieve this target.
- 5.2 At a much wider level the Strategy exists in a policy context, which flows down from the European Union and National Government policies on employment, business support, innovation, skills and learning and investment, through to County, sub-regional and local

Borough levels. The challenge for Colchester is to ensure that the Borough receives sufficient funding and resources at the right time to meet its own needs and aspirations.

5.3 It is recognised that the forthcoming Localism Bill and the resulting decentralisation of powers will have a major impact on the shape and delivery of the local economic strategy.

6. Purpose of the Economic Development Strategy

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

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

7. Structure of the Economic Development Strategy

7.1 In the light of significant changes to the economic landscape since 2007 and the likely changes we can expect to 2015, a new structure for the strategy is proposed which is more 'fit for purpose'. The structure (See Appendix One) is adapted from a model developed by Local Government Improvement and Development. The model was based on a UK benchmarking study of the highest performing local economies and is widely used by economic development practitioners.

7.2 The structure as proposed distinguishes between processes, mechanisms and drivers or interventions for sustainable economic growth. The structure provides a diagnostic tool to enable the Council to analyse, review and improve economic performance throughout the lifetime of the strategy.

8. Understanding the Local Economy

8.1 A strong evidence base is vital to understanding what drives the local economy and in informing the strategies and interventions necessary to build and sustain a strong and resilient local economy.

8.2 Colchester currently collects and analyses data and understands the strengths and weaknesses of the local economy. It compares its performance with its neighbours and other parts of the region and nation. Business information including surveys, sectoral performance, land and building studies and company reports is factored into the overall analysis of economic performance. An important recent addition to the evidence base is the 'Place Profile', which scores the performance of Colchester against a range of selected benchmark indicators of economic, social and environmental well-being. The Place Profile provides for the first time an economic 'scorecard' of how Colchester stands nationally, within its region and sub-region. In terms of the Colchester profile, other

places in the UK with the most similar profiles include Chelmsford, Bedford, Maidstone, Worcester and Poole.

- 8.3 The Colchester Quarterly Economic Report publishes and disseminates the key data and commentary on the economic performance of the Borough. The report aims to give a better understanding of the Borough's economic makeup in comparison to national and local trends. It also seeks to inform policy-making through providing an objective understanding of Colchester's communities of interest and geography. The latest report can be accessed using the following link:
http://www.colchester.gov.uk/Consultation_Statistical_Report_det.asp?art_id=11141&sec_id=1144&tem_id=251&status
- 8.4 The passing of the Local Democracy, Economic Development and Construction Act 2009, placed a statutory duty from April 1st 2010 on all upper tier local authorities in England to undertake a Local Economic Assessment (LEA). Essex County Council (ECC) has a duty to produce the LEA and seek the participation of district councils within Essex; the latter have a corresponding duty to co-operate with ECC in its development.
- 8.5 The purpose of the Local Economic Assessment is to "equip local authorities and partners with a common understanding of local economic conditions". It is envisaged that this shared understanding will "lead to improved economic interventions, including spatial prioritisation of investment". Colchester completed its Local Economic Assessment in June 2010. This document (Appendix Two) forms part of a much wider evidence base which will underpin this strategy.

9. Business Engagement, Partnership and Leadership

- 9.1 Engaging with the local business community is now recognised as fundamentally important for the development of local government services. It is being driven by the government's objectives of localism, choice and community empowerment, as set out in the 'Local Government White Paper 'Strong and Prosperous Communities'.
- 9.2 The process of consulting with business owners and business representatives benefits both the Council and its constituents. Engagement has been shown to increase trust in the Council. It also ensures that Colchester's specific needs are understood and more likely to be addressed and that a wider range of views are heard. It has also led to businesses taking ownership of local initiatives such as the Colchester Christmas Group.
- 9.3 The level and quality of business engagement improved significantly in Colchester during the lifetime of the previous strategy. There are now structures in place to regularly consult and collaborate with all the key business organisations in the Borough on local business initiatives. The formation of the Colchester Business Group in 2009 representing all the key business partners with its vision to "provide a collective voice and direction on the key economic challenges and opportunities in Colchester" is further evidence of the positive engagement now in place.
- 9.4 The process of positive engagement will continue to build in the lifetime of this strategy with an increasing emphasis on shared ownership and delivery of initiatives that deliver demonstrable economic benefits.
- 9.5 In addition to working with the business community, Colchester will continue to work in partnership with public and third sector partners at the appropriate geographic level to plan, co-ordinate and deliver economic development. Existing arrangements with business support agencies and entities such as the Colchester Business Enterprise

Agency and East of England Tourist Agency will be developed further. New partnerships will be formed in the lifetime of this strategy.

10. Economic Drivers and Interventions

10.1 It is proposed that the following economic drivers will inform the key interventions undertaken by Colchester Borough Council and its partners to fulfil the role and purpose of the strategy outlined in 4.3 and 6.1 respectively.

- Improving Business Performance
- Supporting Priority Sectors
- Raising Skills and Reducing Worklessness
- Maximising Connectivity
- Enhancing Quality of Life
- Stimulating Investment

It is envisaged that the drivers will form the basis for a detailed delivery plan for the strategy in the period 2010 to 2015. This will include a breakdown of the actions, accountabilities, resources and targets, which will be regularly reviewed as a working document by the responsible Portfolio Holder and at appropriate intervals by Panel as well as by the internal review processes such as Leadership of Place.

10.2 Improving Business Performance will include the following activities:

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

10.3 Supporting Priority Sectors will include the following:

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

10.4 Raising Skills and Reducing Worklessness will include the following:

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

10.5 Maximising Connectivity will include the following:

- Improving communications infrastructure (Colchester Digital Strategy to follow)
- Improving regional and international connectivity (Developing opportunities such as those provided through Regional Cities East, inward investment agencies and European programmes)

10.6 Enhancing Quality of Life will include the following:

- Encourage community enterprise
- Strengthen the competitiveness of the town centre
- Develop and promote visitor attractions

10.7 Stimulating Investment will include the following:

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

11. Delivery, Monitoring and Evaluation

11.1 In addition to the review processes outlined in 10.1 it is important to have in place the mechanisms for Colchester Borough Council and its partners to continually monitor and evaluate delivery and deployment of resources at programme and individual project levels. The Local Government Improvement and Development body has developed a proven toolkit for the monitoring and evaluation of programmes and projects which can be used to measure and report on the overall effectiveness of the Colchester Economic Development Strategy Delivery Plan 2010 to 2015.

12. Strategic Plan References

12.1 The Council's Strategic Plan 2009 to 2012 contains the priority 'Enabling Job Creation'. This priority and the associated actions and outcomes will be directly linked to the Economic Development Strategy 2010 to 2015.

13. Consultation

13.1 Key partners from the business community and the third sector will continue to be consulted for their views in the preparation of the strategy documents following the review by the Policy Review and Development Panel on September 1st 2010.

14. Publicity Considerations

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

15. Financial Implications

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

16. Equality, Diversity and Human Rights implications

16.1 All businesses, partner organisations, grant recipients and other customers are treated equally and fairly. An Equality Impact Assessment for the current strategy has been completed and is available on the Hub by following this link: <Q:\Strategic Policy & Regeneration\Enterprise\SPR EQIA - all group.xls>. This will be reviewed in the light of the new strategy.

16.2 There are no specific human rights implications.

17. Community Safety Implications

17.1 There are no specific community safety implications.

18. Health and Safety Implications

18.1 There are no specific Health and Safety implications.

19. Risk Management Implications

19.1 There are no specific Risk Management implications.

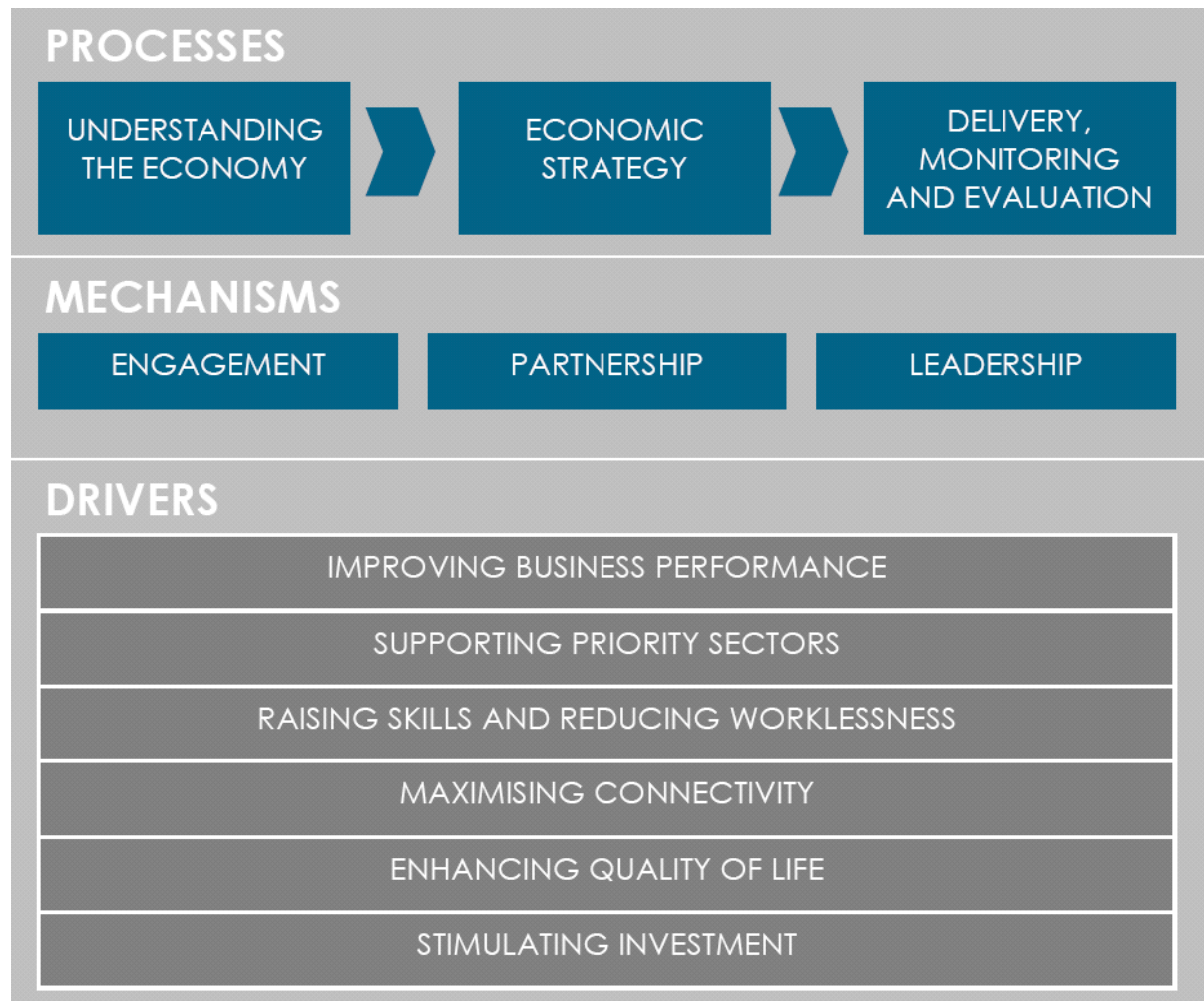
Background Papers

Appendix One: Proposed structure for the Colchester Economic Development Strategy 2010 to 2015.

Appendix Two: Colchester Local Economic Assessment June 2010

Appendix One: Proposed structure of the Colchester Economic Development Strategy 2010 to 2015

Source: Local Government Improvement & Development – Guidance paper for local authorities on 'Driving Economic Prosperity' 2010





COLCHESTER BOROUGH COUNCIL

LOCAL ECONOMIC ASSESSMENT

JUNE 2010

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1. INTRODUCTION

- 1.1 The passing of the Local Democracy, Economic Development and Construction Act 2009, placed a statutory duty from April 1st on all upper tier local authorities in England to undertake a local economic assessment (LEA). Essex County Council (ECC) has a duty to produce the LEA and seek the participation of district councils within Essex; the latter have a corresponding duty to co-operate with ECC in its development.
- 1.2 The purpose of the LEA ⁽¹⁾ is to “equip local authorities and partners with a common understanding of local economic conditions”. It is envisaged that this shared understanding will “lead to improved economic interventions, including spatial prioritisation of investment”. Going forward the agreed LEA should inform and underpin Local Area Agreements, Local Development Frameworks and other strategic planning and policy work such as the integrated strategy for Essex.
- 1.3 In keeping with the latest guidance ⁽²⁾ the LEA will be wide ranging bringing together not only economic data, but also housing, infrastructure, community and environmental considerations.
- 1.4 It is the intention of Essex County Council to keep the LEA under annual review to maintain its relevance; with a thorough revision every three years at least. Therefore, the regular LEA refresh should inform annual action plans for the delivery of priorities within the new integrated strategy for Essex.
- 1.5 The indicative timetable for the production of the LEA is for submission of the Colchester Borough Council 1st draft (10pp) to ECC by Friday June 25th 2010. ECC will then edit the submissions from all district councils into a single Essex Economic Assessment a document no longer than 40 pages. The submissions from district councils will be attached in full as appending documents. The edited document will go out to district councils and partners for consultation during July/August. The production of the final document and endorsement by the Essex Economic Board is scheduled for September. In October the Integrated Strategy and Economic Assessment will be published.

2. LOCATION

- 2.1 The Borough of Colchester (Appendix One) covers an area of approximately 329 square kilometres. Situated 62 miles north east of London, the Borough lies in a key gateway location between the UK and Europe, with access to Europe via the ports of Harwich (22 miles) and Felixstowe (29 miles) to the east and Stansted Airport (32 miles) to the west.
- 2.2 Colchester is centrally located within the Haven Gateway sub-region and is identified ⁽³⁾ as a “key centre for development and change”. Colchester shares its vision with the Haven Gateway partnership vision to have “ a high quality environment for its residents, workers and visitors by capitalising on its location as a key gateway, realising its potential for significant sustainable growth, addressing its needs for economic regeneration, creating an additional focus for growth of hi-tech, knowledge based employment and protecting and enhancing its high quality, attractive and natural assets”

3. DEMOGRAPHY

- 3.1 Colchester has seen a population growth of 11.7% since 2001 to 174,260⁽⁴⁾. As the largest district in Essex County, Colchester accounts for 12.6% of the Essex population.
- 3.2 The population of Colchester is expected to grow by 23.9% to 215,900 by 2021. This is an increase of 41,600 people over a 15 year period. This is the largest population growth in Essex County by 8.3%. The population density of Colchester is 530 people per square kilometre, an increase from 2001 when there was 474.
- 3.3 The 'working age population' defined as people aged 16 – 74 years ⁽⁴⁾ who 'are available to work, regardless of whether they do so or not' is 132,400 comprising 76% of the total population.
- 3.4 There are 41,100 young people living in the borough aged 0 to 19 years ⁽⁵⁾ which accounts for 23.6% of the total population. There has been significant growth in younger age groups, especially people in their early twenties.
- 3.5 There are 31,300 people of retirement age ⁽⁶⁾ accounting for 18% of the population. This population has also seen significant increases specifically in the 60-64 years age group due to post war unusually high birth rates.
- 3.6 There has been an increase in ethnic minority groups since Census Day 2001, from 3.82% to 7.9% of the Colchester population. This is higher than the Essex proportion of 6.5%.

4. VISION

- 4.1 The council's vision for Colchester is:

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

- 4.2 The council has three corporate objectives:-

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

- 4.3 The council has nine priorities for action:

- addressing older people's needs
- addressing younger people's needs
- community development
- community safety
- congestion busting
- enabling job creation
- healthy living
- homes for all
- reduce, re-use, recycle

5. SKILLS

- 5.1 The Colchester Annual Business Survey 2008 ⁽⁷⁾ (sample size 400) identified that around one fifth of Colchester businesses had skills gaps that they were finding difficult to bridge. These skills gaps ranged from customer care, sales skills, ICT through to specific work skills such as electrical engineering. Local manufacturing companies have skilled engineers with a median age of 56. This is currently only partially being addressed by apprenticeships and other skill initiatives.
- 5.2 Trade apprenticeships take up in Colchester is significantly lower with an estimated level of 2.3% compared to 4.2% in Essex. This largely reflects the stronger academic route provision in the Borough with a major sixth form college and the largest FE College in Essex as well as the lower proportions of skilled and semi-skilled trades.
- 5.3 The Essex Employer and Business Survey 2010 have identified that Colchester businesses are the most reluctant in Essex to offer work placements (66% would not consider offering work placements against an average of 50% in Essex).
- 5.4 Colchester has a higher overall percentage of the population qualified to NVQ1 ⁽⁸⁾ and above at 81.3%. For NVQ 2 this figure is 68.3% (higher than the regional and national level) and places the Borough in the top 20% of districts nationally. For NVQ 3 the figure is 44.7% (higher than the regional but below the national level) placing Colchester in middle 20% of districts nationally. For NVQ 4 the figure is 26% (around the same as the regional but below the national level). This latter figure is higher than the Essex level of 22.9% assisted in part by the higher level of graduate retention in Colchester from the University of Essex.
- 5.5 Colchester has 11.1% of the working age population with no qualifications. This is lower than the county, regional and national level.
- 5.6 Colchester has 5.7% of its 16 to 19 year old population who are classed as not in education, employment or training (428) making it the third highest rate in Essex.
- 5.7 Evidence ⁽⁶⁾ shows that Colchester is ranked 151 out of 407 districts for skills and qualifications. This indicates a resident workforce that performs in the top 40% of districts by national standards. Colchester has a skills and qualifications score of 103.57 against the national median (100).

6. EMPLOYMENT

- 6.1 The employment rate in Colchester as measured by the percentage of people of working age in the population who are economically active is 81.2%. This figure is slightly lower than the regional figure of 81.8% but higher than the national figure of 78.9%. The Colchester numbers are 96,200 of which 90,800 are in employment, 80,600 are employees, 10,200 are self employed and 5,400 are unemployed. The latter figure (5.6% of the working age population) is slightly lower than the East (5.8%) and nationally (6.9%).
- 6.2 The percentage of Job Seeker Allowance (JSA) claimants in Colchester is 2.9% lower than Essex (3.5%), East of England (3.6%) and nationally (4.3%). The largest increase in JSA claimants has been in the 16 to 24 year old age group which has seen a 30% growth since 2007.

- 6.3 The jobs density in Colchester as measured by the total number of jobs (including employees, self employed, government supported trainees and HM forces) as a ratio to the working population is 0.75. This figure is lower than the regional and national figures and other districts such as Chelmsford (0.84) and Ipswich (0.98).
- 6.4 The Annual Survey of Household Earnings 2009 show that the median average was estimated to be £20,858 per year in Colchester. This placed Colchester ninth out of 11 (based on the available data see Appendix Two) and well below the overall Essex median of £23,201. This difference may partially be due to the proximity of London of most other Essex authorities.
- 6.5 The gross weekly pay for full-time workers in Colchester is £469.5. For males this figure is £520.8 and for females £375.0. The median hourly pay for fulltime workers is £11.76. For males this is £12.89 and for females £10.12. These figures place Colchester in the middle 20% of districts nationally.
- 6.6 It was estimated in 2001 ⁽⁹⁾ that there were 94,822 daily work trips within, to or out of the Borough. Using this baseline 21,708 (29%) of employed residents leave the Borough – 25% to Greater London, 16% to Braintree District, 14% to Tendring District and 12% to Chelmsford Borough. Coming into the Borough to work was 19,692 people of which 8,767 (45%) came from Tendring. The balance of 53,422 daily work trips was made within the Borough. In 2001 Colchester was a net exporter of 2,016 employees. In the Colchester Annual Business Survey 2008 the level of congestion was sited by businesses as being the number reason why they would consider relocating out of Colchester.

7. ENTERPRISE

- 7.1 The Standard Industrial Classification (SIC) shows (Appendix Three) that 86.1% of employee jobs are in the service sector. This breaks down into Public Administration, Education and Health (30.8), Distribution, hotels and restaurants (25.7%), Finance, IT and other business activities (21.4%), Tourism (9%), Other services (5.9%), Transport & Communications (4.4. %). Manufacturing accounts for 7.6% of employee jobs, Construction 5% the balance is made up of energy, water, fishing and agriculture.
- 7.2 For the period 2001 to 2008 SIC Level 8 Public Administration, Education and Health and SIC Level 5 Distribution, hotels and restaurants are the two top classifications. Colchester has a significantly more dominant public sector than Essex and the East of England. This factor will create greater exposure to the effect of any future public spending reductions from the perspective of employment, spend and local supply chains. The percentages of SIC level 7 Banking, finance and insurance, SIC level 6 Transport & communications. SIC level 4 Construction all had a consistently lower number of businesses than Essex and the East of England. Colchester also had a much lower level of manufacturing businesses at 7.6% than Essex (10.5%) and the East of England (10.3%).
- 7.3 In terms of the size and class of businesses ⁽¹⁰⁾ in the Borough, Micro businesses (employing 1-10) accounts for 84.9%. Small businesses (11-49) account for 11.8%, Medium sized businesses (50 -199) for 2.8% and Large businesses (200+)for 0.5%. Colchester has a smaller share of micro-enterprises than County or Region but has a higher share of small and medium sized enterprises. The general conclusion that might be drawn from these findings is that Colchester has a marginally more robust

economy than either Essex or Region as micro-enterprises are those that are most volatile in terms of sustaining employment while small to medium sized employers are, conversely, more durable. Although relatively small in numbers approximately half of all employees work for enterprises in these size bands.

- 7.4 The average annual growth of micro businesses in Colchester at 2.9% is higher than Essex and Region. For small businesses it is almost double that in the East of England. Significantly Colchester also is ahead of both Essex and Region in the growth-rate of medium sized businesses. The converse is true of large businesses where growth is a negative -0.3% against positive growth in excess of 2% in Essex and Region. Some of this is due to the decline (downsizing/outsourcing) of some large businesses in Colchester (Appendix Four).
- 7.5 In terms of business clusters, Colchester has the highest number of creative industry businesses (400+) in Essex with 1 in 6 of Colchester jobs. Colchester has the second highest number of financial services businesses in Essex after Southend with 185 local units accounting for 2,905 employees. Perhaps surprisingly, Colchester has the second highest number of Advanced Electronic and ICT companies in Essex after Chelmsford.
- 7.6 The annual turnover of Colchester businesses is estimated to be £7 billion. The share of this total is likely to be significant. Colchester Borough Council has an annual 'turnover' of £100m; the University of Essex contributes in the order of £80m to the local economy. With the release of the Treasury's Combined Online Information System it is hoped that a figure can be deduced for total public spend in Colchester which would also include health, education and garrison spend. The impact of public spend in the Borough given that it employs one third of the working population (one fifth in the UK) is clearly significant with local spend supporting in particular retail, leisure, hospitality and personal services. It is estimated ⁽¹¹⁾ that for every £1 spent on public services £1.64 is returned to the local economy. Colchester has targeted interventions such as promoting 'Buy Local' to further increase the multiplier effect of local procurement and purchasing as an effective means of keeping more money in the local economy.
- 7.7 The rate of self employment in Colchester has averaged 10.1% of the economically active population between March 1999 and September 2009. This rate is higher than the national rate (9.1%) but slightly lower than the regional rate (10.5%). The rate has fluctuated between a high at 14.6% in 2005/06 to the current low of 7.5%(Appendix Five).
- 7.8 The new business formation rate (VAT registered) in Colchester is low with the area ranking in the bottom 40% of districts nationally. In 2008 9.4% of new businesses (505) were VAT registered below the Essex (10.43%) and national (10.55%) figures. However, the 24 month business survival rate is very high by national standards with 83.55% of businesses registered in 2005 still trading in 2007.
- 7.9 Knowledge based industries are defined ⁽¹²⁾ as being "telecommunications, computing, R&D, finance and business services, recreational and cultural services in which graduates make up at least 25% of their workforce". From 1998 to 2008 the number of knowledge based industries in Colchester has grown from 933 to 1,538 an increase of 64.8%. Over the same period the number of employees has grown from 6,990 to 15,673 an increase of 124.2%. Within these very positive overall figures the point made in 7.4 applies here namely the downsizing of some large companies in finance, manufacturing, insurance and telecommunications.

- 7.10 The retail sector employs 9,291 people with 806 employers. In the UK CACI Survey Colchester ⁽¹³⁾ has slipped from 36th in the UK in 2006 to 46th in 2009. Annual retail expenditure in the town centre is £540m – this figure has fallen by £10m since 2008. The North Essex Retail Study (2009) identified that there is significant spending leakage for comparison goods shopping for which Colchester has a relatively low market share of 34%. Colchester has a strong independent retail presence and has 26 out of 28 of the key retail attractors. Arresting the relative decline in the town centre performance is a key regeneration priority for Colchester as is working in partnership with the retail sector to deliver coordinated project delivery.
- 7.11 Colchester has the highest rate of foreign owned businesses in Essex at 9% against the average for Essex of 4%.
- 7.12 Colchester stands out as being the district most likely to consider IT/ICT as a priority (37% against the Essex average of 27%). A private sector backed next generation broadband scheme utilising the Council CCTV network is currently under consideration.
- 7.13 In terms of economic productivity Colchester is ranked 194 out of 408 districts on the local futures economic productivity score. This places it in the middle 20% of districts nationally.
- 7.14 The Gross value added (GVA) per head in Colchester is average £15,401 compared to Essex and the national figures.
- 7.15 The size of the economy with a score of 109.88 is above the national median of 100.0 but below the Essex score of 124.9.

8. REGENERATION

- 8.1 The Borough Council has a Regeneration Programme with over 39 key projects either under construction, at feasibility stage or ready for delivery once funding is secured. Many of the projects have traditionally been the responsibility of the private sector to deliver eg Vineyard Gate shopping centre, however public sector intervention (although not necessarily grant funding) is now required to move forward development. Funding is generally secured from a number of sources for each project and these sources historically have included EEDA, GAF, S106, European funding and from the sale of Council owned land where appropriate.
- 8.2 Increasingly in a difficult financial environment, funding has become scarcer and the Council is seeking more innovative ways to continue to deliver projects alongside the more traditional sources such as European bids. This includes entering into partnership agreements with the private and public sector, looking at emerging initiatives such as TIF and CIL and using its own assets more effectively. However significant resources are still required to deliver key projects within the Council's existing programme such as the Town Centre transport improvements (this is a joint project with ECC), Phase 2 of the Cultural Quarter and Breakers Park in East Colchester.
- 8.3 Projects fall broadly within three main areas: East and North Colchester and the Town Centre. Within the three main areas, East Colchester is the most traditional in terms of regeneration. With the closure of the Haven Port in 2000, land on either side of the river requires redevelopment and is mainly in third party ownership. Due

to the historical port uses, most sites have significant contamination. The purpose of regeneration in this area is to create a new community along the river with a range of infrastructure and community facilities which is linked to existing communities both physically and socially. Due to the high contamination costs and reduction in land values due to the recession, over the last two years the Council has provided leadership and secured funding to bring about key pieces of infrastructure eg Hythe Station redevelopment. This leadership will continue and the Council is now looking at forming partnerships with private sector landowners to bring about further delivery with a particular focus on community infrastructure.

- 8.4 North Colchester development programme is taking place in an area of mainly Greenfield which over the years has become established as a key area for the Borough's economic growth. Due to the significant site area owned by the Council, it is leading a range of development initiatives with a jobs focus eg North Colchester Business Incubator.
- 8.5 Regeneration in the town Centre initially was focused on the secondary St Botolphs area and in 2005 the Council adopted a Masterplan for the area which was anchored by the creation of a new Visual Arts Facility. This landmark building is now onsite and has proven to be the catalyst for the adjacent Cultural Quarter development scheme. However as work in St Botolphs has continued it has become increasingly obvious that many issues in this particular area have an impact on the wider town centre eg transport and closure of the bus station. Therefore a programme of improvements ' Better Town Centre' has now been established and is managed by the Council and Essex County Council working in partnership and project delivery is being achieved on a town wide basis. The improvements programme is accompanied by an engagement strategy to ensure where possible collaboration is achieved with other partners (in particular the private sector) to bring about change. Evidence of this has been highlighted recently where a group of key business leaders within the town have worked together to bring about a co-ordinated programme for Christmas (an area traditionally seen as a Council responsibility)
- 8.6 It is anticipated that delivery of key projects will continue in accordance with the Regeneration Programme and other new areas are emerging which will in due course be added to the programme eg North Station. However as previously mentioned it is anticipated that delivery will become even more difficult over the next few years and it is particularly important that the Council continues to provide leadership in order to facilitate new partnerships and creative ways of achieving development.

9. LAND AND BUILDINGS

- 9.1 The Council's Local Development Framework Core Strategy (adopted in 2009) identified 47 sites across the Borough of which 3 are Strategic Employment Zones (totalling 152.9 hectares) and 44 Local Employment Zones covering both urban and rural locations, totalling 128.4 hectares. Together with 4 mixed use sites totalling 19.4 hectares, almost 300 hectares of employment land is available across the Borough.
- 9.2 Industrial land supply ⁽¹⁴⁾ has continued to rise in Colchester to around 450,000 square feet in 2008 while demand (take up) has risen to 275,000 square feet. Colchester has seen a decline in industrial floorspace from 1999 to 2008 of 12%.

- 9.3 Office floorspace supply and demand has fluctuated in the period 2005 to 2008. The most recent figures show that 65,000 square feet is available. In May 2010 the annual rent per square foot ranged from £4-6 for Warehousing/Distribution to £12-15 per square foot for Business Park accommodation. Colchester has seen a growth in office floorspace of 14.7% in the period 1999 to 2008 against a national increase of 22.1%.
- 9.4 Retail floorspace has grown by 4.3% in the period 1999 to 2008 compared to the national figure of 3.16%.
- 9.5 Colchester is ranked 324 out of 375 districts for commercial floorspace indicating a level of growth in the bottom 20% of districts nationally. The quantity and overall quality of commercial floorspace is a real concern for the Borough.

10. TRANSPORT

- 10.1 In both the Colchester Annual Business Survey 2008 and the Essex Employer and Business Survey 2010 local traffic congestion is cited as a major issue impacting upon business performance. Whilst identified as a priority issue it is not possible at this time to quantify the economic impact of congestion.
- 10.2 Most of the congestion on the road network occurs in the peak hours. There are more localised problems at other times eg. Saturday morning. The operation of the bus network is greatly hampered by the traffic congestion. Locations where there is congestion :
- Town centre and approaches from the east and west
 - Junctions along the A133 Cymbeline Ave/Cowdray Avenue/St Andrews Avenue between Spring Lane and Greenstead Roundabouts
 - Ipswich Road Severalls Lane junction
 - Junctions around the North Station area
- The issue with the A12 is maintaining reliable operation along a heavily trafficked route. Between junction 25 Marks Tey and junction 27 Colchester Spring Lane traffic flows are approximately 70,000 vehicles per day and are in excess of capacity. The Highways Agency has concerns on the capacity on this section of A12, and management of the junctions. The pattern of commuting in, out and within the borough is shown in Appendix Six.
- 10.3 The LDF Core Strategy sets out the borough councils approach to transport, which seeks to change travel behaviour to manage demand, especially peak hour car traffic. Certain major infrastructure is to be provided through development in north and west Colchester. Park and ride is to be provided in north Colchester. Cycling and improvements to public transport are being sought along with initiatives to reduce traffic in the town centre.
- 10.4 The road network is seen as a priority issue for business and would wish to see greater investment in the transport network. Tackling congestion is a priority for the business community. From the business survey it is difficult to ascertain exactly what they wish to see improved. From other consultation work (eg. A12 Corridor Towns and business meetings) they tend to focus on seeking inter urban improvements to the A12 and A120, and ways to enhance road capacity in urban areas. Park and ride is a priority as this is seen as an initiative to reduce traffic entering the town centre and is a feature to maintain the competitiveness of the town.

Parking supply and charging is often seen as a problem for businesses. Improvements to public transport are sought.

11. HOUSING

- 11.1 Core Strategy and Strategic housing Land Availability Assessment suggest enough homes will be available if existing permissions and allocations are built out. We do not know that they will be affordable.
- 11.2 Affordability is the key issue. The Housing Market has contracted and homes to purchase are less affordable relative to median and average incomes. Restricted access to credit has meant that only people with large deposits have been able to purchase. There is currently no evidence available to show how this may have affected recruitment.
- 11.3 1,082 affordable homes ⁽¹⁵⁾ are needed in the Borough every year for the next 5 years to meet the needs. This is spread across the geography of the Borough with need growing in all wards. The number of affordable house completions in 2009/10 was 156 which exceeded the CBC target for the delivery of new affordable houses.
- 11.4 Colchester has 4,555 households on its housing register. More than half of these are in need of one bedroom properties including sheltered housing. The overall difference between vacancies and need show a broad split across all sizes of property.
- 11.5 Colchester's housing market is relatively stable but much smaller (by around two thirds) than in 2008. At the same time housing need continues to increase.
- 11.6 Colchester is ranked 362 out of 375 districts nationally for housing affordability.

12. INCLUSION

- 12.1 According to the Indices of Deprivation 2007, Colchester is a relatively affluent borough. The deprivation score at 14.59 was below the England average of 18.88. However, out of the 12 districts in Essex, Colchester was amongst the four most deprived districts in Essex in terms of average score according to the Indices of deprivation 2007 and it had the third highest local concentration score of all 12 districts in Essex, suggesting that where deprivation does exist in Colchester it is relatively intense. This is evidenced in the small area deprivation statistics. It is interesting to note that most of the small areas in Colchester which are considered deprived are in the East of the borough.
- 12.2 Three small areas in Colchester were within the highest 20% in England for deprivation. St Anne's in St Anne's ward was the most deprived small area in Colchester followed by Magnolia in St Andrew's ward and Barnhall in Harbour.
- 12.3 In St Anne's Income deprivation in this area was tenth highest of all small areas in Essex, affected 35% of the population and ranked 2,937 of all 32,482 small areas in England (in the top 10%).

- 12.4 In relation to child poverty ⁽¹⁶⁾ two small areas: St Anne's in St Anne's ward and the Paxmans area of New Town ranked within the highest 10% of small areas in England. Out of the 865 small areas in Essex these two small areas were ranked 12th and 13th respectively – *within the top 2% in Essex*.
- 12.5 For 2004 and 2007, Colchester did not have any small areas rated within England's top 10% most employment deprived small areas. Both years had three small areas in the top 20%. In 2004 these were Magnolia, (St Andrews) St Anne's Estate (St Anne's) and New Town North. (New Town) In 2004, Magnolia (St Andrews) and St Anne's Estate (St Anne's) were still in the top 20%, but New Town North (New Town) had been replaced with Barnhall. (Harbour) New Town North, which was previously the third most deprived of Colchester's small areas became the seventh in 2007.
- 12.6 In relation to the education, skills and training sub domain of the Indices ⁽¹⁷⁾ St Anne's small area was within the highest 2% in the country ranking 553rd out of all 32,482 small areas in England, indicating severe disadvantage. It was also the fourth highest small area in Essex for this type of disadvantage (out of 863 small areas). Magnolia in St Andrew's the area with the next highest levels of this type of disadvantage was also within the top 5% in the country for this measure and was ranked 10th out of all small areas in Essex.

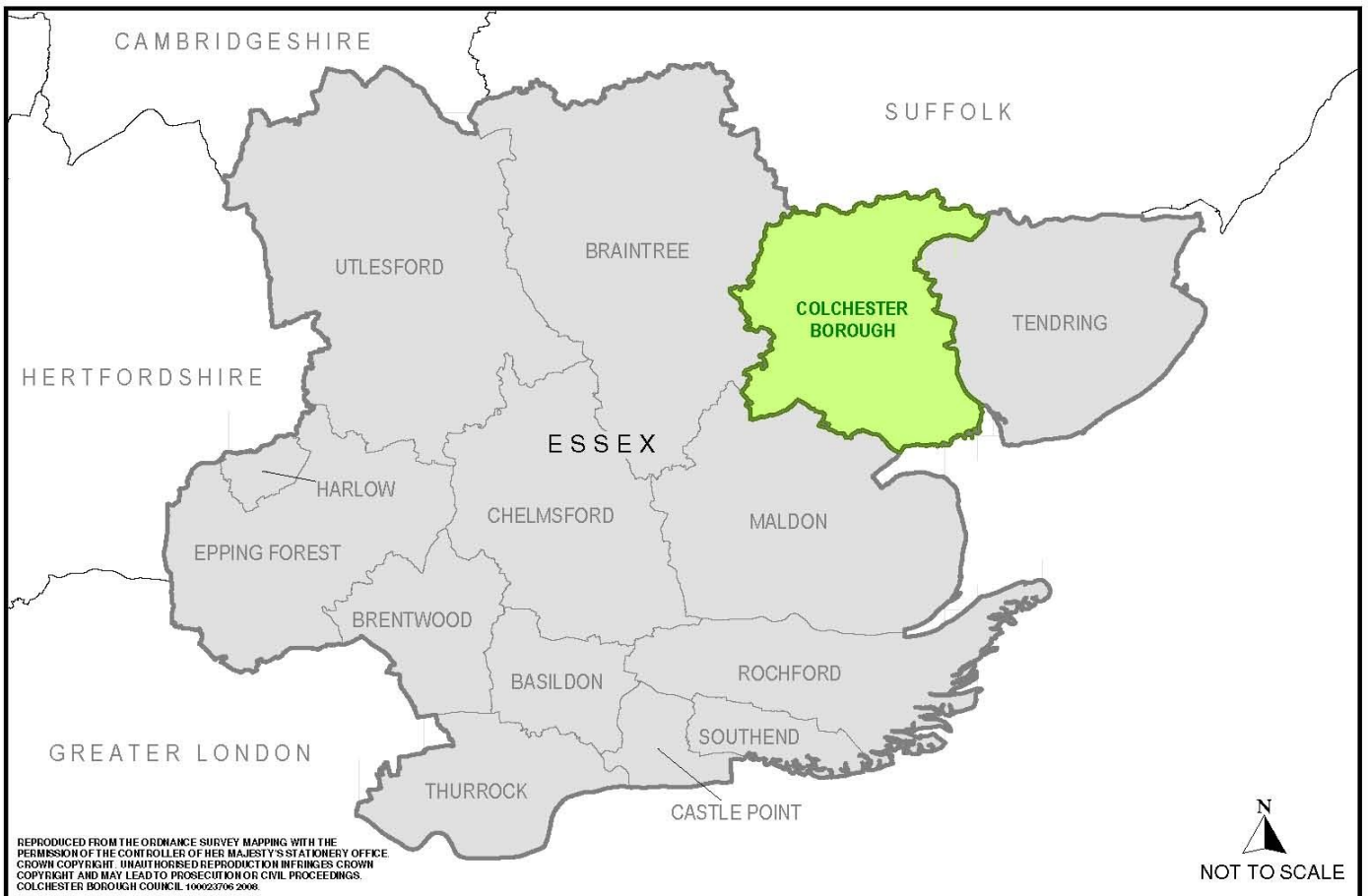
13. ENVIRONMENT

- 13.1 The current landfill site at Stanway, Colchester that serves businesses is likely to have spare capacity left to accept commercial and household waste for approximately another 10 - 15 years. If the 'landfill allowance trading scheme' targets are not met, or if commercial and industrial waste or imports of London's waste do not behave as forecast, it could lead to a higher demand for landfill space than was predicted in a waste arisings, capacity and future requirements study published in 2007. The shortage of available landfill, coupled with the increasing costs of using landfill, primarily through increasing Landfill Tax alongside the environmental impacts associated with landfilling waste, mean that Essex County Council as well as local businesses need to look for alternative waste disposal options.
- 13.2 It was the previous Government's aspiration to decouple waste arisings from economic growth, notwithstanding the reduction in the economic growth rate over the last couple of years and future years.
- 13.3 The Essex Waste Partnership, which comprises Essex County Council and 12 district councils and Southend-on-Sea Borough Council, is currently procuring a PFI-funded waste treatment contract, which included Mechanical Biological Treatment as its reference technology. This process has the potential to use municipal and residual commercial and industrial waste that is currently landfilled and treat it to produce a solid recovered fuel. This solid recovered fuel could then be used in a combined heat and power (CHP) plant to produce electricity, heat and steam, which can either be used locally or be exported to the National Grid. Newer waste management technologies such as anaerobic digestion (AD) and in-vessel composting (IVC) could produce renewable energy for local businesses. Market opportunities exist to develop these technologies as a replacement to the traditional methods of dealing with waste but require planning and funding into the future.

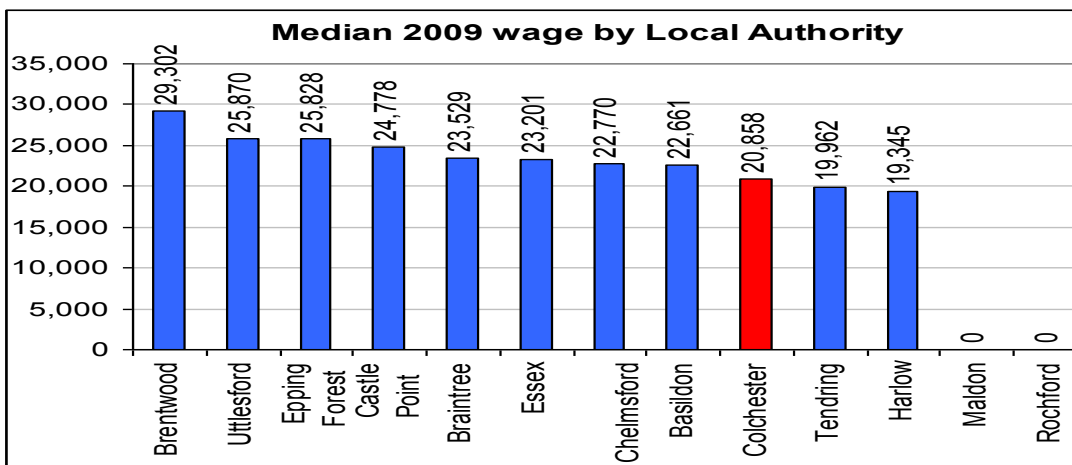
- 13.4 Waste disposal facilities do not currently impact on the potential growth of business in fact potential new business opportunities exist in areas of recycling and waste treatment that replaces traditional landfill in the future.
- 13.5 Colchester businesses are most likely (47%) to have undertaken carbon reduction measures. Finance and insurance businesses have the greater propensity to introduce carbon reduction measures (66%), the relatively high number of these businesses in Colchester goes some way to explaining the former figure.
- 13.6 Haven Gateway businesses are significantly more likely to express an interest in sustainable energy (46%) – this includes wind and tidal energy. There is no available evidence base for skill levels in sustainable energy within the borough.
- 13.7 In common with many districts the future capacity of the electricity network, water and waste water will potentially impact upon the feasibility of development.

1. Department for Communities and Local Government 'Local economic assessments' August 2009
2. Improvement and Development Agency and Planning Advisory Service 'How to do a Local Economic Assessment' October 2009
3. Haven Gateway Partnership 'Smarter Solutions for Growth 2008 -2011'
4. Revised mid-2008 Population Estimates, Population Estimates Unit, ONS © Crown Copyright 2010
5. Revised mid-2008 Population Estimates, Population Estimates Unit, ONS © Crown Copyright 2010
6. Revised mid-2008 Population Estimates, Population Estimates Unit, ONS © Crown Copyright 2010
7. Annual Colchester Business Survey 2008 commissioned by the Economic Development & Research Unit
8. NOMIS Official Labour Market Statistics 2009
8. Local Futures – District profile of Colchester February 2010
9. Colchester Borough Council Annual Monitoring Report 2009
10. Office for National Statistics Annual Business Inquiry Workplace Analysis 2008
11. CLES (2008) Creating resilient local economies: exploring the economic footprint of public services
12. Office for Economic Cooperation and Development OECD definition
13. CACI Retail Footprint © CACI Limited 2010
14. CRE Collins Estates Gazette February 21st, 2010
15. Colchester Borough Council Strategic Housing Market Assessment 2010
16. This measure relates to the Income Deprivation Affecting Children sub index of the Indices of Deprivation 2007
17. The Education, Skills and Training Deprivation domain consists of two sub-domains: one relating to education deprivation for children/young people and another relating to lack of skills and qualifications in the working age population. These sub-domains are designed to represent the 'flow' and 'stock' of educational disadvantage within an area respectively. 'Flow' relates to deprivation in children and young people attaining qualifications, and 'stock' relates to deprivation of skills in the resident working age adult population.

Appendix One: Location of Colchester

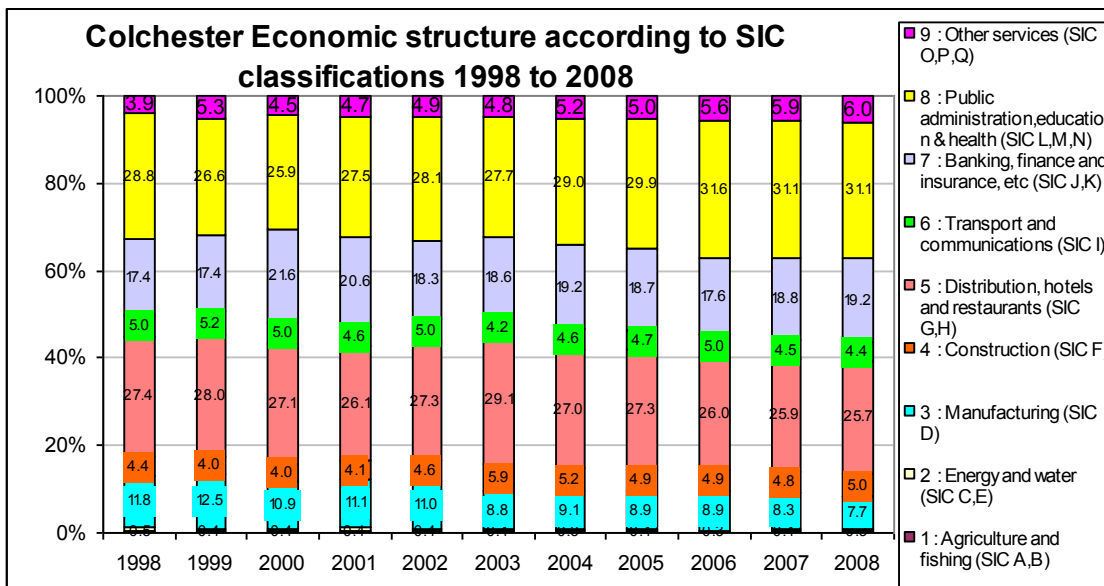


Appendix Two: Median Wages in Colchester and Essex



Source: Annual Survey of Hours and Earnings, Office for National Statistics.

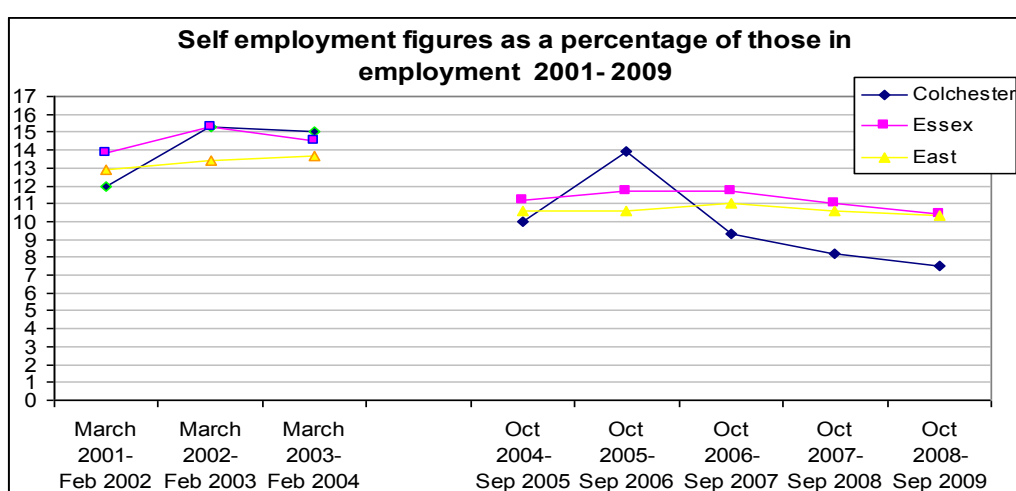
Appendix Three: Colchester Standard Industrial Classification



Appendix Four: Key Employers in Colchester

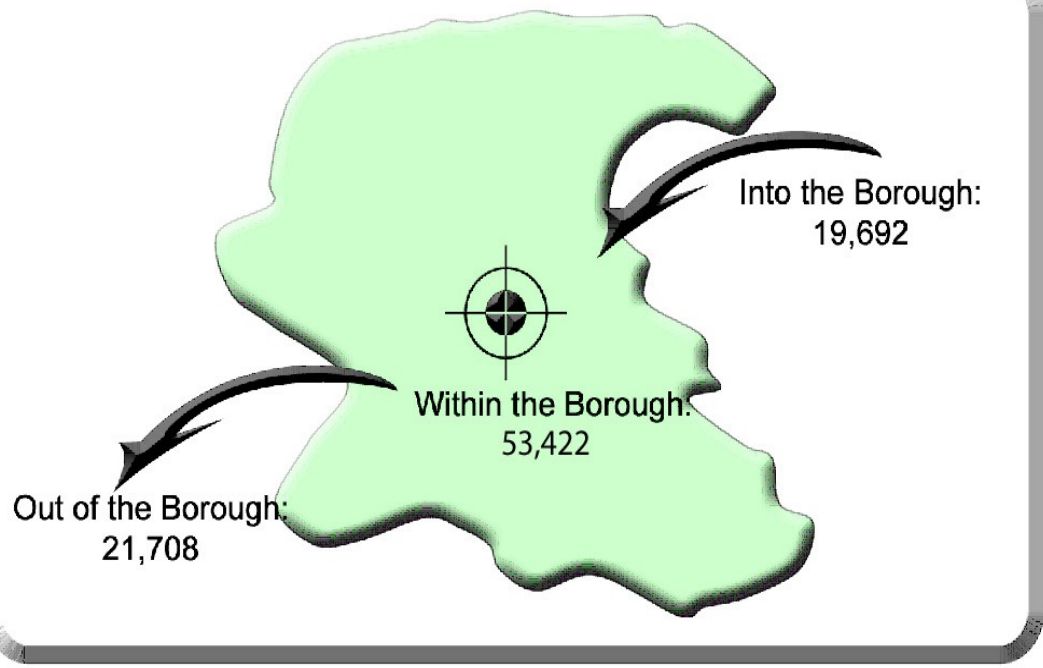
COLCHESTER DISTRICT GENERAL HOSPITAL	3000	Hospital Activities
UNIVERSITY OF ESSEX	2000	Higher Education
COLCHESTER BOROUGH COUNCIL	1500	Local Authority
COLCHESTER INSTITUTE	900	Adult And Other Education
MONTHIND CLEAN	800	Industrial Cleaning
SEVERALLS HOSPITAL	800	Hospital Activities
MONTGOMERY INTERIOR FABRICS	750	Retail Sale
SAINSBURY'S SUPERMARKETS LTD	515	Retail Sale
TESCO STORES LTD	500	Retail Sale
CAPITA	500	Legal Activities
FLAKT WOODS LTD	420	Manufacture Of Non-Domestic Cooling And Ventilation Equipment
BETTS UK LTD	400	Manufacture Of Corrugated Paper And Paperboard
POLESTAR UK PRINT - COLCHESTER	400	Composition and Plate-making
ESSEX MUSIC SERVICES	400	Adult And Other Education
COLCHESTER LEISURE WORLD	400	Operation Of Sports Arenas And Stadiums
ASDA STORES LTD	360	Retail Sale
WILKIN & SONS LTD	350	Manufacture Of Other Food Products
RECOGNITION EXPRESS	349	Manufacture Of Other Wearing Apparel And Accessories
EIMCO WATER TECHNOLOGIES	349	Manufacture Of Other General Purpose Machinery
COLCHESTER ZOO	320	Zoological Garden

Appendix Five: Colchester Self Employed in Colchester, Essex and East



Annual population survey data ONS © Crown Copyright (October 2004 onwards) has been reweighted in line with the ONS population estimates.
 Labour Force Survey data ONS © Crown Copyright (2001 to February 2004)
 Data accessed from Nomis web 11th May 2010.

Appendix Six: Commuting in, out and within the Borough





Policy Development and Review Panel

Item

8

1 September 2010

Report of	Head of Strategic Policy and Regeneration	Author	Paul Wilkinson
Title	Introduction of 20mph Speed Limits		☎ 282787
Wards affected	Not applicable		

This report concerns the potential introduction of 20mph speed limits in Colchester

1. Decision(s) Required

- 1.1 Direction is required from the Panel, based on one of three options outlined in Section 5 'Proposals'. At this early stage in the development of the policy it is felt that Option 1 is the preferred approach as this focuses on continuing work to engage with Essex County Council using both political channels and consultation processes to try and influence their position. This would not undermine the approach of delivering 20mph across a wide area.
- 1.2 A decision is also required on the present and future role of the Task and Finish Group and the requirement for it to meet. At this time the Group has probably taken the project as far as it can, including developing an outline engagement and consultation plan. To ensure public expectations are not raised until Essex County Council gives some clear indication of support for delivery of 20mph limits this engagement work should not take place at present. The Group could however be involved in both the work to influence the County Council and subsequent public engagement at such time as Essex County Council confirms support for delivery of 20mph limits.
- 1.3 The Panel is asked to agree that a structured community engagement process will not take place until further work has been undertaken with Essex County Council.

2. Reasons for Decision(s)

- 2.1 To give the Panel an update on the potential to introduce 20mph limits in Colchester following recent discussions with Essex County Council.

3. Alternative Options

- 3.1 Three options are set out in Section 5 'Proposals' of this report.

4. Supporting Information

- 4.1 The Cabinet at its meeting of the 9 December 2009 adopted a policy to introduce 20mph speed limits across a wide area of Colchester. This followed extensive work during 2009 undertaken by the Policy Review and Development Panel's 20mph Task and Finish Group. The Task and Finish Group has met once, in February 2010, following adoption of the policy by Cabinet.

- 4.2 A key recommendation of the Task and Finish Group was that Essex County Council as the highway authority has to be supportive of the proposal before any detailed engagement/consultation process is undertaken prior to any delivery. Colchester Borough Council and Essex County Council Members and officers met on the 20 July 2010 to discuss a number of transportation matters. A brief amount of time was given over to 20mph. The following is based on that conversation.
- 4.3 Essex County Council directed Colchester Borough Council to the revised Essex Speed Management Strategy, June 2010 which considered latest guidance from the Department of Transport. The new strategy is available at http://www.essexcc.gov.uk/vip8/ecc/ECCWebsite/content/binaries/documents/Speed_Management_Strategy288.pdf?channelOid=null.
- 4.4 The Speed Management Strategy does allow for the introduction of 20mph speed limits and zones on local roads. However it believes that “successful 20mph zones and 20mph limits should generally be self enforcing (and) there should be no expectation on the police to provide additional enforcement beyond their routine activity, unless this has been explicitly agreed.”
- 4.5 The County Strategy states that requests for 20mph will need to be prioritised due to funding constraints. Priority will be given to locations that demonstrate a collision saving and added benefits including improvements in quality of life and community benefits and encouragement of healthier and more sustainable transport modes such as walking and cycling.
- 4.6 The Department for Transport Speed Limit Circular 01/06 suggests that drivers could in urban areas experience 20mph limits in town centres, residential areas and in the vicinity of schools where there is a high presence of vulnerable road users. In rural areas the strategy states that 30mph will be the norm in villages. Essex County Council is to trial advisory “20’s Plenty” limits outside four schools across the county.
- 4.7 Even though there is the potential to introduce 20mph it does not appear to be an Essex County Council priority, especially on an area wide basis, to achieve accident reduction targets. If communities were keen to see 20mph introduced then their requests would have to be considered through the “localism” agenda. It was not clear whether such a scheme that was contrary to policy would be delivered. Due to funding cuts the current Local Highway Panel has no funds to allocate to requests put forward. The Government’s Comprehensive Spending Review announcement in October will influence the level of funding available for transportation and road safety projects.
- 4.8 The interpretation of Essex County Council’s strategy is that unless the average speeds are low already (around 20mph) then signed only limits, as implemented in Portsmouth, Oxford and other towns and cities, would not be introduced unless supporting physical speed reduction measures were deliverable and affordable. Colchester Borough Council research as part of the work of the Task and Finish Group suggests that physical measures are likely to be unaffordable and could only be delivered over a long time period, therefore a consistent message is not achieved. In both Portsmouth and Oxford signed only 20mph has been introduced city-wide across residential areas for approximately £500,000. This delivery approach vastly reduced the time taken to introduce the new limit across a large area. In comparison the 20mph scheme delivered through physical measures in New Town is estimated today to cost £300,000. At the July 2010 meeting Essex County Council did appear to be interested in this more affordable signed only approach and would be willing to look at this, particularly if Colchester Borough Council contributed funding towards implementation. Recent

research work suggests signed only schemes are £1,200 per km compared with £60,000 per km for 20mph zones with physical measures.

- 4.9 The strength of signed only 20mph comes through an area wide approach giving consistency and therefore greater community ownership of the limit, in part encouraged through engagement. 30mph has been the norm in residential areas for over 75 years and it is known that if a child is hit by a car at 30mph they are four times as likely to be killed than if the car was travelling at 20mph. From towns and cities that have introduced lower speed limits there appears to be a reduction of around 15% in killed and seriously injured accidents. The benefits are achieved across the whole of the urban area even on roads with higher speed limits. The Department for Transport's early data analysis of Portsmouth supports this, showing a reduction in speed of 7mph.
- 4.10 Advice has been sought from the '20s Plenty for Us' organisation and they have reviewed Essex County Council's new Speed Management Strategy. They work with local authorities across the UK and they do not see this new strategy as giving a comparable level of support to move forward the introduction of 20mph limits in Essex as has been demonstrated by other authorities. The new County strategy refers to Department for Transport guidance issued in 1993, however this was updated in 2006, and revised further in 2009. The Strategy precludes the use of 20mph on priority 1 routes (mainly A roads). However the Department for Transport guidance has an overriding priority that the needs of vulnerable road users must be fully taken into account in order to further encourage these forms of travel and improve their safety. Based on results from sites elsewhere in the UK '20s Plenty for Us' does not recommend the use of small scale trials including schools at isolated sites which are also not enforceable as they do not view these as producing meaningful results.
- 4.11 Nationally the new Government is to release a paper for consultation on transport in urban areas and from recent Ministerial statements it appears that part of this will encourage greater use of 20mph limits for safety and the promotion of walking and cycling. The outcome of this paper will need to be considered in the context of the localism agenda.
- 4.12 Post meeting note: Essex County Council has more recently advised that in advance of the national Comprehensive Spending Review and Local Transport Plan process announcements, the County Council's Road Safety and Network Management teams have been asked to undertake initial investigations into delivery of 20mph limits. Further information and discussion will follow.

5. Proposals

- 5.1 It is recommended that the cross party Task and Finish Group of five elected members, including one Parish Councillor retains a role in developing the strategy for Colchester. However this work cannot start in earnest until further lobbying of Essex County Council has been undertaken. An outline engagement and consultation plan has been developed by the Group but it is not intended to proceed with delivering this as it would raise public expectations prior to Essex County Council giving clear indication of support for delivery of 20mph limits. Until greater clarity is received from Essex County Council the 20mph Task and Finish Group may decide it is not necessary to continue to meet.
- 5.2 It is not recommended that any formal, structured community engagement is undertaken at this time as this could create an expectation that 20mph limits are to be delivered imminently.

5.3 There are a number of options set out below which could be pursued at this time which the Panel are asked to consider;

5.4 Option 1 – Influence through new strategies

Essex County Council is required to produce a new Local Transport Plan (LTP) to be submitted to Government in April 2011. The County has already started consultation on this document and the introduction of 20mph limits has already been raised as part of this process. However, the County Council has already published its Speed Management Strategy as recently as June 2010. It is therefore unlikely that they will wish to change their position on delivery at this time.

5.5 The Government is expected to produce a paper on transport in urban areas, on which the Council could respond. The Government paper is expected to focus on urban areas however and the Council's approach included rural areas, seeking support for delivery through Village Design Statements and / or Parish Plans. The future levels of transportation and road safety funding are unclear at this time until after the Comprehensive Service Review announcement due in October.

5.6 Option 2 – Pursue ad hoc introduction

Option 2 is focused on introducing 20mph on an ad hoc basis as and when opportunities arise through the planning process. In addition small funds may become available through the Local Highway Panel or Localism Agenda although these would require a case to be made demonstrating local support and that delivery is merited

5.7 This option risks an inconsistent approach in implementation. The technical requirements of Essex County Council's Speed Management Strategy may also require undeliverable traffic calming measures that may be difficult to deliver to support the new limit.

5.8 Option 3 – Undertake Further Technical Work

The third option involves the commissioning of a technical report which addresses and includes the following:

- how area wide 20mph could be introduced in Colchester (as per Oxford)
- speed surveys
- detailed costing of measures
- a benefit analysis to develop the business case.

5.9 This would be developed to help understand the position in Colchester in relation to the criteria set out in Essex County Council's Speed Management Strategy. The work is likely to cost approximately £30-50k for which funding has not been allocated. The report would then be submitted to Essex County Council to make the political and technical case that area wide 20mph is effective and desirable for Colchester.

5.10 It should be noted that it is not certain that all the necessary data would be available to complete the report comprehensively. This may lead to inconclusive findings. If this option is to be pursued then the Panel would need to recommend this to Cabinet as it is a different approach to the adopted policy and funding needs to be sought.

5.11 Summary

Option 1 focuses on continuing work to engage with Essex County Council using both political channels and consultation processes to try and influence their position. This

would not undermine the approach of delivering 20mph across a wide area and is less confrontational than option 3. At this early stage in the development of the policy it is felt that this is the preferred approach.

- 5.12 Whilst over the long term option 2 could result in comprehensive introduction across the borough, in the short - medium term it would not deliver the benefits of widespread introduction of 20mph across similar areas, as well as along routes which retain higher speed limits. Those areas of the borough which are well organised and prepared would be likely to be more successful in attracting funding. This could initially result in a patchwork of implementation and therefore a consistent message not being given to the wider Colchester population, potentially reducing compliance with the new speed restrictions.
- 5.13 Option 3 is probably not affordable at this time and therefore may not be deliverable. Even if technical evidence is gathered there is no guarantee that this will be instrumental in influencing the Essex County Council strategy.

6. Strategic Plan References

- 6.1 Through the work of the Task and Finish Group and adoption of a 20mph policy the following objectives will be met:
- Listen and Respond – the issue of speeding and road safety has been identified by resident associations, neighbourhood action panels, parish councils and a range of local interest groups. The Task and Finish Group has begun to engage with these and other bodies on an informal basis.
 - Be Cleaner and Greener – reducing speeds will help remove a “perceived” barrier to walking and cycling, and change driver behaviour to reduce vehicle emissions and noise.

7. Consultation

- 7.1 The purpose of this report was to feedback the initial discussions that have taken place with Essex County Council and to ask the Panel to decide on the way forward. At such time as a greater level of support for 20mph policies is received from Essex County Council then a structured engagement process could then be undertaken. The shape of this engagement process will be influenced by which of the options raised in Section 5 above is pursued.

8. Publicity Considerations

- 8.1 There is a need to manage expectations around what is deliverable and what is required from Essex County Council to deliver any 20mph policy in Colchester. It is proposed that public engagement be undertaken in the future at an appropriate time.

9. Financial Implications

- 9.1 There are no specific financial implications in this report. £15k had been allocated in 2010/11 for engagement and consultation. However, it is not intended to commence this until Essex County Council provides further support.

10. Equality, Diversity and Human Rights implications

- 10.1 There is no specific equality impact arising from this report. An Equality Impact Assessment was undertaken as part of earlier work into 20mph. This is available on the

11. Community Safety Implications

- 11.1 20mph in residential areas would improve the safety of residents from road accidents. This can be demonstrated through the research work undertaken for earlier reports on this subject.

12. Risk Management Implications

- 12.1 The main risk of approving the recommendations is that Colchester Borough Council requires Essex County Council to agree to implement the policy and Essex Police to enforce it. Public expectations could be raised above that which is deliverable unless the agreement of these two bodies is obtained. To overcome this risk further consultation with these organisations is required in respect of Essex County Council policy and establishing the level of police enforcement that could be deployed.

1 September 2010

**Report of
Title**

**Chair of the Night Time Economy
Task & Finish Panel**

Author Beverley Jones
☎ 282593

**Wards
affected**

**Final Report with recommendations from Night-time Economy Task &
Finish Group**
All

**This report considers the recommendations made by the Night-time
Economy Task and Finish Group**

1. Decision(s) Required

- 1.1 Agree recommendations to be taken forward as part of the Better Town Centre work programme which is aimed at delivering across a range of issues including “Changing Colchester After Dark”

2. The Task

- 2.1 Colchester, like many town centres in the Country, suffers from a perception that in the evening it can feel an unwelcoming place to many people in the community. There may be concerns about a dominance of certain types of bars and clubs, yobbish behaviour by some, a grubby environment despite all the street cleansing and other initiatives such as night toilets that have been undertaken.
- 2.2 The Policy Review and Development Panel agreed that the issue should be investigated by a Task & Finish Group focusing on the issues arising from the Night-time Economy. The T&F Group were asked to investigate the main causes of the current situation, seek best practice elsewhere and to develop a broad range of proposals/recommendations which seek to address these causes. The agreed outcome of the proposals/recommendations is to deliver a Town Centre that feels safe and welcoming to all in the evening.

3. Key Themes

- 3.1 The Night-time Economy Task & Finish Panel is comprised of Cllr Nick Barlow (Chair), Cllr Beverley Oxford, Cllr Beverly Davies, Cllr Kim Naish, Chief Inspector Adrian Coombs, Dominic Kavakeb, President of the Student Union, Essex University & Beverley Jones. The Panel is supported by an Officer Group with representatives from Services across the organisation who bring experience and skills which can help develop the ideas and proposals from the Panel.
- 3.2 It has generally been agreed that one of the main drivers to creating a Town Centre that feels safe and is welcoming to all in the evening is around changing the “monoculture” that currently exists after about 5.30pm when the retail outlets of the town close and the bars, restaurants and clubs open. By increasing the diversity of the “offer” in town, we will be able to increase the diversity of the people using and accessing the town. The greater number of people who find the drink-related anti-social behaviour unacceptable will help create a “self-regulating” culture/atmosphere in town. Alongside the very

successful initiatives such as the SOS bus and Street Pastors this “self-regulation” should help reduce some of the reliance on resource intensive Policing and will contribute to a sustainable future for the Town Centre.

3.3 This lead to the development of three key themes for the work of the Group

- The first was to investigating the commercial appetite for increasing the diversity of what is on offer in the town centre. Developing this further is the need to understand the patterns of use & what barriers currently prevent people accessing the town and then, following that, what would entice them in. This will entail some customer consultation to gain their views first hand.
- The second was to investigate the responsibilities held across Colchester Borough Council and other partner organisations such as the Police in relation to enforcement and influence we can exert across the Town Centre. This is in relation to both controlling behaviour of individuals and the businesses in the Town Centre but also in relation to any strategic plans or policies we may have that can help shape or influence what the Town looks and feels like in the future.
- Lastly it is important to recognise that this is not an issue which is experienced by Colchester alone and there may be much that can be learnt from best practice which has been generated by other Towns or Cities taking practical steps to address the issues. There needed to be an investigation of best practice that exists in relation to practical implementation in other areas and best practice described by way of published guidance, research and advice.

4. Diversity of Offer – Commercial Opportunities

- 4.1 In order to understand the views of the businesses and the complex interaction between the very different approaches that we find during the day and the evening we wanted to consult as widely as possible with all the stakeholders of the Town Centre.
- 4.2 We developed a workshop which was delivered in May 09 and sent invitations to every business operating within the central Town Centre area, the residents associations serving the Town Centre area, all services within CBC that relate to the Town Centre, external enforcement agencies & other organisations such as Destination Colchester, CORBA, Lion Walk Shopping Centre & Culver Square Shopping Centre.
- 4.3 We received a reasonable response from most of the invitations, with the exception of the residents associations who did not send any representatives and this enabled us to organise breakout groups as part of the workshop and to focus discussion around specific areas where we wished to understand more. The Facilitator notes for each table are attached to this report. (Appendix 1)
- 4.4 The workshop had a number of aims which were:
- to bring together as many representatives of local businesses in the town centre as possible to facilitate discussion and cross-fertilisation of ideas
 - Obtain information or insight into the problems and barriers that the different groups found in relation to the town centre
 - Stimulate ideas and future focussed discussions around solutions for the problems we are currently facing
 - Impart information in relation to the wealth of work currently being undertaken in relation to the future development of the Town Centre

4.5 The programme for the workshop is attached to this report. (Appendix 2)

5. Enforcement/Strategic Responsibility

5.1 The workshop also enabled representatives from the enforcement teams across the organisation, along with representatives from the Police to have a focussed discussion around their collective responsibilities and provided a mechanism to identify key outcomes in relation to either their own area of work or the joint actions that need to be put in place. The outcome of this discussion is outlined in the NTE Workshop Feedback report which is attached to this report. (Appendix 3)

6. Customer Insight

6.1 Through discussions with our Research and Engagement Manager, Mandy Jones we have developed an innovative approach to seeking insight from a range of residents who may, or may not, use our Town Centre.

6.2 We propose that we undertake some Peer Research utilising the knowledge, skills and relationships that our Borough Councillors hold in the geographic areas they represent. It is proposed to use Mosaic, our socio-economic/socio-cultural modelling tool, to focus our resources on specific geographic areas within each ward. It is hoped that this will provide us with as wide an understanding or customer insight, as possible across the range of residents who might wish to use our Town Centre.

6.3 The questionnaire has been developed within the Research and Engagement Team in order to be as user friendly as possible, i.e. can be easily completed on a doorstep and it is anticipated that the completion of the questionnaire should only take on average 10 minutes. A commitment to complete 10 questionnaires should provide enough data to give valid insight but not so many that the commitment is too onerous. A copy of the questionnaire is attached to this report. (Appendix 4)

7. Best Practice

7.1 It was proposed initially that the integral best practice element of the project should be commissioned from the University of Essex who have specific expertise in this area of social science. A brief was produced and agreed with the Professor leading the Department but unfortunately in the current financial climate the cost of the research was just too great (the least expensive option would still cost in the region of £10k)

7.2 Whilst it was not possible to fund such an expensive piece of research, it is still clearly important to include the best practice which has been established over recent years. Therefore a literature review of all research available has been undertaken and the results of this are included as Appendix 5 "Best Practice – Guidance, Research and Advice" and Appendix 6 "Best Practice – In Practice". The best practice outlines recommendations to be taken forward for Colchester and also attempts to reflect the considerable amount of work that is already being undertaken in respect of the town centre as part of the Better Town Centre work programme.

8. Conclusion

8.1 The recommendations and actions arising from the direct consultation event along with those arising from the best practice have been combined into one document summarising the recommendations (Appendix 7)

9. Standard References

9.1 There are no particular references to the Strategic Plan; publicity or consultation considerations; or financial; equality, diversity and human rights; community safety; health and safety or risk management implications

Background Papers

Purple Flag - Good Practice Handbook

Association for Town Centre Management

<http://www.atcm.org/purple-flag/good-practice-handbook.doc>

Night Vision – Town Centres For All

The Civic Trust 2006

Good Practice in Managing the Evening and Late Night Economy: A Literature Review from an Environmental Perspective

Office of the Deputy Prime Minister 2004

East of England Scanning Report #2: The 24/7 society: Implications for the East of England

Dr Martin Hicks, University of Essex

Into the Night

David Geddes, Locum Destination Consulting

Night Time Economy Pledge

Better Town Centre Website

http://www.bettertowncentre.com/bettertowncentre_index.asp?sec_id=3699

Facilitator notes:

Residents – Not used as no participants

45 minutes

The principle of the break-out group session is that the discussion must be future focussed on solutions rather than the existing problems. The exception to this rule is where the discussion might help to understand a “barrier” or reason why the people would not come in. Remember also the limitation to the time period we are looking at which is 6pm – midnight and discussion should be limited to this time wherever possible.

The discussion should focus around the following theme:

“What would encourage you off your sofa on a typical weeknight?!”

We want to understand what activities, events or situation would encourage the use of the town centre. We would like to be in a position where we are able to demonstrate a market to encourage businesses to open longer/later.

If discussion flags you could try the following prompts:

“Would changes to the lighting in the town in the evening make a difference to how you feel about it?”

“Are there any particular offers, (event + meal etc) that would be attractive?”

“Is there anything you would change about the Town Centre right now?”

Again we are looking for changes or solutions to the root causes of what the town centre is at the moment rather than just looking at removing the symptoms (young people, drunks, litter etc)

At the end of the discussion you will be asked to *very briefly* present *three* of the top “solutions/ideas” that have come out of your discussion.

We will capture all the ideas and discussion which will feed into the final report but we would like the table to put some weight/priority on their suggestions by choosing their top three.

Facilitator notes:

Students/Young People – Not used as no participants

45 minutes

The principle of the break-out group session is that the discussion must be future focussed on solutions rather than the existing problems. The exception to this rule is where the discussion might help to understand a “barrier” or reason why the Town Centre is not used. Remember also the limitation to the time period we are looking at which is 6pm – midnight and discussion should be limited to this time wherever possible.

The discussion should focus around the following theme:

“What would encourage you out of the Uni Bar on a typical night?!”

We want to understand what activities, events or situation would encourage the use of the town centre. We would like to be in a position where we are able to demonstrate a market to encourage businesses to open longer/later.

If discussion flags you could try the following prompts:

“Are there any specific events or offers that would be attractive to you?”

“Are there any reasons why you *wouldn't* come in?”

“How do you feel about Colchester – do you feel connected to the place?”

“Is there anything you would change about the Town Centre right now?”

Again we are looking for changes or solutions to the root causes of what the town centre is at the moment rather than just looking at removing the symptoms (young people, drunks, litter etc)

At the end of the discussion you will be asked to *very briefly* present *three* of the top “solutions/ideas” that have come out of your discussion.

We will capture all the ideas and discussion which will feed into the final report but we would like the table to put some weight/priority on their suggestions by choosing their top three.

Facilitator notes:

Table 1 – Businesses principally operating during the day

Facilitator – Karen Turnbull

Panel Member – Cllr B Davies

45 minutes

The principle of the break-out group session is that the discussion must be future focussed on solutions rather than the existing problems. The exception to this rule is where the discussion might help to understand a “barrier” or reason why the business may not want to operate in the evening.

Remember also the limitation to the time period we are looking at which is 6pm – midnight and discussion should be limited to this time wherever possible.

The discussion should focus around the following theme:

“What would encourage you open later to take advantage of the potential market that exists in the early evening?!”

We want to understand what support businesses would need to make the shift in opening hours. How many businesses would it take to create a market of competition? Are they open to collaboration on offers/events to bring people in?”

If discussion flags you could try the following prompts:

“Is there any support that you need to make it happen?”

“How would you feel about taster events to test the market – would you be willing to participate?”

“How do you feel about a Summer late night shopping evening similar to the late night shopping evening on the lead up to Christmas?”

“Are there any changes to the infrastructure that would encourage you to open later – i.e. lighting, transport & roads, car-parking?”

“Is there anything you would change about the Town Centre right now?”

Again we are looking for changes or solutions to the root causes of what the town centre is at the moment rather than just looking at removing the symptoms (young people, drunks, litter etc)

At the end of the discussion you will be asked to *very briefly* present *three* of the top “solutions/ideas” that have come out of your discussion.

We will capture all the ideas and discussion which will feed into the final report but we would like the table to put some weight/priority on their suggestions by choosing their top three.

Facilitator notes:

Table 2 – Businesses principally operating in the evening

Facilitator – Howard Davies

Panel Member – Cllr K Naish

45 minutes

The principle of the break-out group session is that the discussion must be future focussed on solutions rather than the existing problems. The exception to this rule is where the discussion might help to understand a “barrier” or reason why the business may not want to operate in the evening.

Remember also the limitation to the time period we are looking at which is 6pm – midnight and discussion should be limited to this time wherever possible.

The discussion should focus around the following theme:

“Accepting in one respect we *do* have a thriving night-time economy what can we do to help support this and change the potential negative perceptions held?!”

We want to understand what support businesses would need to help them contribute more positively to the picture of the town centre in the evening.

If discussion flags you could try the following prompts:

“How would you feel about a wider range of businesses operating in the town centre during the evening?”

“How would you feel about taster events to test the market – would you be willing to participate by altering what you “offer” on these particular evenings (i.e. cater for families etc)?”

“How do you feel about a Summer late night shopping evening similar to the late night shopping evening on the lead up to Christmas?”

“Are there any changes to the infrastructure that would see as positive– i.e. lighting, transport & roads, car-parking?”

“Is there anything you would change about the Town Centre right now?”

Again we are looking for changes or solutions to the root causes of what the town centre is at the moment rather than just looking at removing the symptoms (young people, drunks, litter etc)

At the end of the discussion you will be asked to *very briefly* present *three* of the top “solutions/ideas” that have come out of your discussion.

We will capture all the ideas and discussion which will feed into the final report but we would like the table to put some weight/priority on their suggestions by choosing their top three.

Facilitator notes:

Table 3 - Regulatory Services
Facilitator – Matt Sterling
Panel Member – Cllr N Barlow

45 minutes

The principle of the break-out group session is that the discussion must be future focussed on solutions to the root cause rather than fixes for the existing problems. Remember also the limitation to the time period we are looking at which is 6pm – midnight and discussion should be limited to this time wherever possible.

The discussion should focus around the following theme:

“What part do you have to play in delivering sustainable solutions to the?!”

We want to understand what solutions can be delivered by either enforcement activities or by using our influence via policies etc which will shape the future direction of the town centre.

If discussion flags you could try the following prompts:

“Are there plans to align the Licensing Policy with the Planning Policy based Area Action Plan for the Town Centre?”

“What responsibility do you think you have for helping to deliver the town centre of our vision?”

“Are there any action you could take right now that would help the situation?”

“Are there any plans for action in the pipeline or any novel approaches that other places are using that we could implement – is there support needed to implement these?”

“Is there anything you would change about the Town Centre right now?”

Again we are looking for changes or solutions to the root causes of what the town centre is at the moment rather than just looking at removing the symptoms (young people, drunks, litter etc)

At the end of the discussion you will be asked to *very briefly* present *three* of the top “solutions/ideas” that have come out of your discussion.

We will capture all the ideas and discussion which will feed into the final report but we would like the table to put some weight/priority on their suggestions by choosing their top three.

Night Time Economy Workshop
14 May 2009. Lion Walk Church, 2pm-4pm

Programme

Session	Speaker	Time allocation	Key messages	Anticipated outcome
Pre-workshop briefing for workshop facilitators	Bev Jones	15 mins	<ul style="list-style-type: none"> • Aims of workshops • How they should be led/driven • Anticipated/expected outcomes 	<ul style="list-style-type: none"> • Clarity on what workshops should deliver
Welcome & introductions	Bev Jones	10 mins	<ul style="list-style-type: none"> • [Bev] Outlines format of the session & states how it forms part of the NTE Working Group which is a Cross party working group ... • [Clr Offen] States objectives of the event which are to: <ul style="list-style-type: none"> • Be the first of an ongoing series of events to engage with local businesses (particularly in the town centre), to open a dialogue with them and use future events to update and address key concerns (like opening later at night to form a more diverse evening economy...) • Council can't do this alone, needs to work with local people and local businesses • Set out a vision for how Colchester will change in the next 5 years or so • Start to capture key concerns which will need to be addressed 	<ul style="list-style-type: none"> • Scene set for the event • Prepares people in advance
Colchester: regaining its former status	Karen Turnbull	10 mins	<ul style="list-style-type: none"> • An important past – 1st capital of Roman Britain • A vibrant present – variety of things to do, places to live, quality of life, desirable place, hotspot for inward investment (despite recession) • A dynamic future – changed town centre, larger, more diverse 	<ul style="list-style-type: none"> • Connects history and heritage with contemporary life in Colchester • Sets the scene for change
Why change?	Lindsay Barker	15 mins	<ul style="list-style-type: none"> • Places now compete for attention, interest, spend from residents, inward investors, visitors • Population growth – 170,000 current growing to 220,000 by 2021 • People need more services or they will travel elsewhere to get them • Concerning feedback from (Destination Benchmarking) research – need to change/invest • Concern at night time imbalance at present • Protect Colchester as it is 	<ul style="list-style-type: none"> • States clearly the case for change • Sets the seed for later opening in the evening

Session	Speaker	Time allocation	Key messages	Anticipated outcome
What will Colchester look and feel like in 2015?	Howard Davies	15 mins	<ul style="list-style-type: none"> Develop Colchester as it needs to be Change needs to be social and cultural as well as physical – we will outline how the place is changing but the social change has already impacted from Weds early closing to Sunday trading – is the next change evening opening? What would happen if there was no investment/change? Slowly decline as people chose to spend their time, money elsewhere Making Colchester a place for people: a place where people want to be Change is already taking place – list out changes for Colchester wider than town centre (new A12 Junction, HGP investment, North Station Masterplan etc) The vision for the town centre (presentation) Transport: Park & Ride, more balanced/managed use of High Street (not just by cars), Easy car parking/special offers St Botolph's regen, public realm strategy, quality improvements Not just CBC but private sector too – Lion Walk Tourism - major events, many attractions in town centre, new Cultural Quarter, Roman Circus, new hotels – evening vibe New shops – St Botolph's & Vineyard Gate New residential areas – St Botolph's, new communities Existing communities: Dutch Quarter, above town centre shops, Priory Street, St Mary's etc How it will feel in the daytime / evening – safety, enjoyment, relaxed, confident 	<ul style="list-style-type: none"> Inspiring vision But acknowledge that this may create concerns
Tea/coffee break		15 mins		<ul style="list-style-type: none"> Chance to digest info from above Opens up networking opportunity
What does this mean to you/your business? Workshop session - Split into groups Includes tea/ coffee/ comfort break time	Facilitators (choose from): Cllr N Offen	45 mins	<ul style="list-style-type: none"> Workshop key issues of concern/delight among those attending Allied to the AAP themes (tbs by Howard) Summarise and report back Table specific groups – residents / retailers / CBC Planning, Licencing, Street / Restaurants, cafes, bars 	<ul style="list-style-type: none"> Tests how far they are making the connection between what's going to happen and their business operations Exposes key issues / sensitivities we will need to

Session	Speaker	Time allocation	Key messages	Anticipated outcome
	Bev Jones Howard Davies Karen Turnbull Matt Sterling		<ul style="list-style-type: none"> Based on open questions – what would encourage you to go into town in evening, design questions to fit the vision NTE Panel Members to participate in workshops (Cllr Barlow, Cllr Naish, Cllr Bev Oxford, Cllr Davies) 	be aware of/address and resource in future <ul style="list-style-type: none"> Exposes potential actions for CBC Provides the basis for future dialogue with them
Summary & Close	Chair of NTE T&F Panel	10 mins	<ul style="list-style-type: none"> Overview of the session Confirm feedback captured State intention for ongoing dialogue & say when next meeting will be 	<ul style="list-style-type: none"> Creates (or attempts to establish a level of) confidence in process States positive intention for future working together

Feedback from NTE Workshop

Table 1 - Retailers

The objective, everyone agreed, was to increase (sustain in these times?) footfall in the town centre

1. Offering a quality experience in the town centre – this covered customer service, street furniture, cleanliness, consistency of experience so that people could rely on Colchester (& in turn be confident of recommending it to friends and relatives), taking a mixed approach to different events so that different groups of people would be attracted here and also packaging, which would mean that businesses would work together to offer deals with things like car parking and possibly entrance into visitor attractions – these packages would be attractive to people and could be offered through hotels. There is a long term aspiration to pedestrianise the High Street.

Action/Recommendation: Continue work on the Public Realm Strategy in order to design a space that people feel comfortable, safe and attracted to.

Action/Recommendation: Investigate the potential to pedestrianise or make the High Street “car-free”. There are possibilities around “shared spaces” which changes the way the High Street is used and feels, whilst keeping the evening traffic element which maintains a flow through and is important for safety.

Action/Recommendation: Work with ECC Highways Department to investigate the flow of traffic around the town centre.

Action/Recommendation: Commission study to understand footfall in the Town Centre in order to inform both Public Realm outcomes, event/initiative locations, parking strategy & offer combinations of parking + event in order to influence footfall through the Town Centre.

2. Licencing & Policing issues – the impact of the smoking ban on ‘forcing’ people out on the streets and the intimidating look and feel of these groups was mentioned and there was a desire to ‘make’ such businesses set up a smoking area at the back of their premises. There was also some question on how CBC was interpreting the licensing laws which none of us could answer but worth further consideration and a definite desire for feedback on this one.

I don’t know if it was the retailing bias around the table but there was a strong feeling that the answer to the 5-7.30pm gap is for the restaurants, cafés and bars to open at that time (most are??!) and that retail would follow. There then followed an interesting perspective from both Lion Walk and Culver Square about how impossible it is for them to get all their shops opening and closing at the same time due to the different policies of chain shops so it might be that they feel that they couldn’t impose (or possibly even influence) later opening in the evening.

I guess what they are saying is that there needs to be other reasons to come into/or stay in town and then the retailers would respond to increased footfall. However, when we discussed the forthcoming Tour Series cycle race the main shopping centres said they didn’t feel that it was good for them as people would simply queue up at the barriers waiting for the event to start and they wouldn’t want to do that with bags of shopping... so type of events need consideration in future.

Action/Recommendation: Investigate how Licensing can work with the Police to address the issue of the smoking ban and influence/ensure that the smoking areas are not on the street. Learn from best practice in other towns.

3. Variety – it was agreed that there was a need to sustain and develop the current variety of things to see and do (& shops) in the town centre. It was felt that this is one of the things which makes Colchester special and encourages footfall.

Action/Recommendation: CBC has a role to play in helping the entrepreneurial spirit. There should be a case study on either the Philosophy Café or Pizza Express which could be used as shared learning with other businesses.

Action/Recommendation: Need to secure 4 -5 anchor events/activities as catalyst to start of culture change and stimulus for other venues to follow.

Action/Recommendation: Adult Evening Courses – why couldn't these be held at cafés? Investigate possibility of bringing 3 or 4 course providers together with venues in order to secure 3 or 4 suitable courses provided in alternative Town Centre locations. CBC has a role to facilitate finding suitable venues. This principle could also be extended to children's courses as they are already delivered in the Minories and could be provided in alternative venues.

Action/Recommendation: Investigate Museum outreach possibilities in relation to providing workshops in alternative venues to the Museum buildings.

Action/Recommendation: Source target venues (which don't need to be cafés) and use Mosaic to assist social targeting.

Action/Recommendation: CBC should lead by example with Museum events and blue badge talks rather than walks etc.

Table 2 - Licensed Premises

1. The market could be used much more effectively. It has been 10 years since the market was set up and it is in need of review. The table were keen to see an evening market which could possibly move around the town.

Post-workshop investigation – There is a formal consultation currently being run in respect of the market by Street Services. There is a desire to find a more permanent location which would enable services to be provided such as power. This would enable the market to be used for other things.

Action/Recommendation: Review the provision of the Market in the town with a view to introducing regular, themed, evening markets. Variations such as; Antiques, French, Farmers Market, Car-boot Market, Free-swap or Plant-swap were suggested.

2. There should be regular meetings or similar workshops to carry on the momentum of the work

Table 3 - Regulatory Services

1. Licensing, Planning and other CBC services should be better aligned to adopt a more strategic approach to influencing the feel of the night-time town centre. In particular this means exploring the link between the Area Action Plan for the town centre and Licensing; and improving communication between those 'responsible authorities' that can challenge a venue's licence in the event of breaches

Action/Recommendation: Licensing Policy & Planning Policy to work together to look at zoning and shaping areas of the town.

2. We should increase the tidiness of the Town Centre during the night-time to combat the perception that the 'rules change' after dark. This could be achieved either by CBC Street Cleaning working through the night as they did before Christmas (but with the obvious resource implications); or by enforcing litter notices against some businesses such as fast-food outlets

Action/Recommendation: To investigate an extension of the street cleaning programme which should be carried out *while* people are in the town not just after the town has closed.

Action/Recommendation: To take a more proactive stance in relation to street cleanliness by extending the use of street litter control notices.

3. We should act as the catalyst for change by organising events such as the workshop and bring people together.

Action/Recommendation: To continue the workshop concept on a regular basis including all stakeholders for the Town Centre

4. The Police and Licensing Authority should continue their joint visits of pubs and clubs; and use the 'action plan' approach to improve the way venues operate and comply with the law

Action/Recommendation: Continue and develop the joint approach to managing venues within the Town Centre. Investigate best practice and proactive approaches carried out by other towns of similar size and nature.

Evening use of the Town Centre

Questionnaire to families with children (18 and under)

We are consulting with families about whether they visit the town centre together in the evening, including any improvements they would like to see. The results will be fed back into a report which will inform future plans for our town centre.

We would be very grateful if you could answer a short survey (5/10 minutes) to help us with our research. Any answers you give us will be treated in the strictest confidence and used only for the purposes outlined above.

First line of your address	
Your postcode	

About your family										
Q1	What is the make up of your family?	<input type="checkbox"/> One parent and child(ren) <input type="checkbox"/> Two parents and child(ren) <input type="checkbox"/> Other (please specify)								
Q2	What position do you hold in the family in relation to the children?	<input type="checkbox"/> Parent or guardian <input type="checkbox"/> Other (please specify)								
Q3	How many children do you have in each of these age groups?	<table style="width: 100%; border: none;"> <thead> <tr> <th colspan="2" style="text-align: right;">Number of children</th> </tr> </thead> <tbody> <tr> <td style="width: 70%;">Under 11</td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> <tr> <td>Between 11 and 15</td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> <tr> <td>Between 16 and 18</td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> </tbody> </table>	Number of children		Under 11	<input type="checkbox"/>	Between 11 and 15	<input type="checkbox"/>	Between 16 and 18	<input type="checkbox"/>
Number of children										
Under 11	<input type="checkbox"/>									
Between 11 and 15	<input type="checkbox"/>									
Between 16 and 18	<input type="checkbox"/>									

Visiting the town centre: Times and seasons			
SPRING AND SUMMER TIME			
Q4	<p>How often do you visit the town centre after 6pm with your children <i>during the spring and summer time</i> (May to October)?</p> <p>(This is only approximate. If you have not lived here for a full year, just make an estimate of what you expect to do)</p>	<p><i>During the week</i> (Monday to Thursday)</p> <p><input type="checkbox"/> Once a week or more <input type="checkbox"/> Once a month <input type="checkbox"/> Once every six months <input type="checkbox"/> Once a year <input type="checkbox"/> Less than once a year</p>	<p><i>At the weekend</i> (Friday to Sunday)</p> <p><input type="checkbox"/> Once a week or more <input type="checkbox"/> Once a month <input type="checkbox"/> Once every six months <input type="checkbox"/> Once a year <input type="checkbox"/> Less than once a year</p>
Q5	<p>What time would you usually come home from a visit to the town centre with your family in the spring and summer?</p>	<p><input type="checkbox"/> Anytime up to 8pm <input type="checkbox"/> Anytime up to 9pm <input type="checkbox"/> Anytime up to 10pm <input type="checkbox"/> Later than 10pm</p>	
AUTUMN AND WINTER TIME			
Q6	<p>How often do you visit the town centre after 6pm <i>during the week</i> (Monday to Thursday) with your children <i>during the autumn and winter time</i> (October to April)?</p> <p>(This is only approximate. If you have not lived here for a full year, just make an estimate of what you expect to do)</p>	<p><i>During the week</i> (Monday to Thursday)</p> <p><input type="checkbox"/> Once a week or more <input type="checkbox"/> Once a month <input type="checkbox"/> Once every six months <input type="checkbox"/> Once a year <input type="checkbox"/> Less than once a year</p>	<p><i>At the weekend</i> (Friday to Sunday)</p> <p><input type="checkbox"/> Once a week or more <input type="checkbox"/> Once a month <input type="checkbox"/> Once every six months <input type="checkbox"/> Once a year <input type="checkbox"/> Less than once a year</p>
Q7	<p>What time would you usually come home from a visit to the town centre with your family in the autumn and winter?</p>	<p><input type="checkbox"/> Anytime up to 8pm <input type="checkbox"/> Anytime up to 9pm <input type="checkbox"/> Anytime up to 10pm <input type="checkbox"/> Later than 10pm</p>	

Activities						
Q8	Please indicate how frequently you would undertake the following activities when you visit the town centre with your family					
		Rarely <i>e.g less than once a year</i>	Occasion-ally <i>e.g once a year</i>	Some-times <i>e.g twice a year</i>	Quite often <i>e.g once a month</i>	Usually <i>e.g once a month</i>
	Go for a meal					
	Visit the cinema					
	Visit the theatre					
	Visit a bar or café					
	Go late night shopping					
	Other (please specify)					
Q9	Do you visit the town centre as often as you would like?			<input type="checkbox"/> Yes (please go to Q 12) <input type="checkbox"/> No		
Q10	If you visit <i>less often than you would like</i> is this because of your lifestyle of something about the town centre itself?			<input type="checkbox"/> Lifestyle (please go to Q12) <input type="checkbox"/> Town Centre itself		
Q11	If something about the town centre stops you from visiting with your family, please can you tell us what this is?					
Q12	What improvements would you like to see in the town centre?					
Q13	Do you have any other comments?					

Thank you for your responses, results of the survey will be posted on our website at www.colchester.gov.uk.

Best Practice – Guidance, Research and Advice

The Civic Trust – Night Vision Report is based on a National Survey of Evening and Night-time activities in England and provides some useful insight and guidance.

How big is the issue?

The alcoholic drinks market is valued at more than £30bn per annum with about one million jobs estimated to be linked to it. There are around 110,000 on-licence premises in England and Wales, an increase of 30% over the last 25 years. Pubs and bars employed 518,000 people in 2004. The industry estimates that the average club or restaurant contributes more than £100,000 to the local economy each year.

In the Alcohol Harm Reduction Strategy for England, the Prime Minister's Strategy Unit stated that alcohol-related harm is costing the nation around £20bn a year and that some of the problems are getting worse. The cost is made up of violence and accidents, admissions to hospital, working days lost, premature deaths and suicides, antisocial behaviour and fear of crime.

The health impacts are perhaps the most telling, but have received surprisingly little attention in an increasingly health-conscious nation. The trends look worrying. According to the NHS Information Centre, hospital admissions for alcoholic liver disease have more than doubled in a decade and have now reached record levels. Death rates increased by 37% 1994-2004. The average amount of alcohol consumed by secondary school children aged 11-15 doubled 1990-2000. We may not be the biggest drinkers in Europe yet, but there is a steep upward trend. There are indications that social cohesion and civic responsibility are also at risk with many people unwilling or afraid to venture out at night for fear of encountering physical violence and intimidation, or because of a lack of acceptable places to go, or simply because there is no way of getting there and back safely. Against this backdrop merely treating the obvious and prominent deficiencies is not enough. Something more fundamental has to change.

The Vision?

The vision for the evening and nighttime economy by pioneers such as Franco Bianchini was one of conviviality, street culture, a balanced mix of activities, open to all. The reality has turned out differently. How can vision and reality be brought closer together?

According to Government policymakers this involves creating more variety and choice for all and making town and city centres accessible and enjoyable for a wider cross-section of society – including those who do not go out now, or who are too afraid to do so.

“The diversification of town-centre activities is the most important aspect in the longer term, although the immediate (aspect) is managing behaviour of users in town centres.”

**Peter Matthew, Head of Liveability,
DCLG**

Research has shown that there is a consensus amongst both practitioners and policymakers that a balance, or diversity, of town-centre land uses and users will make centres safer and more attractive. This may partly be a reaction against the perceived

current reality – a corporate domination of town centres by a handful of players, the alcohol-fuelled mono-culture of the evening economy and the commercialisation of the public realm. But it is also a vision of the future that is widely shared.

“The evening economy depends on attracting a more diverse range of people through a wider range of activities. Where that has happened it has been successful, for example in Oberhausen, Middlesbrough’s twin town. This town shares a similar historical background with Middlesbrough, i.e. it has lost its basic industries and has had to reinvent itself.”

**Les Southerton, Chief Executive,
Middlesbrough Town Centre Company**

What’s open and what’s not?

The results generally paint a picture of a limited range of activities, with few of the normal public services available after 8pm. We summarise below the main findings of the survey.

Food shops are opening later at night

A large number of respondents reported food shops open in their areas until at least 11pm. In many towns this was explained by the growth of late opening or 24-hour supermarkets. Some respondents noted that late-night food shopping is often represented by a single, named supermarket.

More non-food shops are staying open in the evening, if only occasionally

Many town centres had non-food shops open until at least 8pm. However, in most areas this was because of late-night shopping events rather than longer regular hours.

Late-night attractions are dominated by eating and drinking

Bars, pubs and restaurants were the only facilities available in all areas until at least 11pm. Many areas had bars and restaurants open until 3am. This underlines the fact that the main economic activity in town and city centres after 5pm is eating and drinking.

Takeaways are open late. Some are open 24hrs

A large proportion of areas reported that takeaways were available until 3am. A small number possessed 24-hour takeaways. Surprisingly, some town centres did not have any takeaways open after 5pm.

Nightclubs are open all night long in major centres

Most areas had nightclubs open until 3am, even in the smaller, more rural centres. However, it was only large cities that reported nightclubs open until 6am. The fact that some areas had nightclubs open from as early as 5pm may point towards a growth in hybrid bar/nightclubs and a blurring of the traditional boundaries between venues. This is a trend that could be encouraged by the provision for more flexible opening hours contained in the 2003 Licensing Act.

Cinemas and theatres are by far the most widely available cultural facilities

Many centres had theatres open until 11pm and cinemas available as late as 3am. This is unsurprising as cinema attendance has doubled in recent years and a multiplex is a feature of many large and medium sized town centres.

Most museums and art galleries are closed

Museums and art galleries were the least frequently available facility in all areas open in the evening. This is unsurprising as many museums and galleries lack the resources to fund extra opening hours. However, one city in the Midlands reported that they kept their cathedral open to visitors until 8pm. A very few cities had museums and galleries open until 11pm.

Few public libraries open late

In many areas public libraries shut at 5pm. This may be due to a combination of lack of funds and lack of demand. However, educational facilities were much more widely available, with over half the areas surveyed having some form of education facility open until 8pm.

Private gyms and leisure centres are open until 11pm

Several respondents pointed out that the gyms that remained open later were usually private health clubs, rather than local authority-run leisure centres. This confirms that the demand for such facilities later in the evening is often being met by the private sector rather than local authorities.

What still works after hours?Few public toilets are open after 8 pm

The availability of public toilets was very poor. In most areas the service was very limited after 8pm.

Town-centre wardens and managers were employed after hours in just half the areas

46% of areas had staff working until 8pm and 30% until 11pm. But these were often street wardens, who were mainly responsible for dealing with specific issues, such as cleansing or law and order, rather than a more comprehensive town-centre management function.

Transport

Many of the respondents were not transport authorities and therefore had little or no direct control over the standard of public transport available in their town centres.

Plentiful taxis

In contrast, almost all respondents reported that their town centres were served by private taxi services 24 hours a day.

There is strong concern about alcohol and youth domination.

Most respondents (76%) were concerned or seriously concerned about the domination of youth oriented, alcohol-related entertainment in their town centres at night. This concern was shared by local authorities right across the country.

Common barriers to going out at night

From the focus groups of current non-participants to the town centre at night, five key barriers that prevented interviewees from using their town centres at night were identified. These were:

Transport
 Policing, safety and security
 Style and type of venue – particularly a lack of family friendly venues
 Childcare
 Cost

The strongest issue appeared to be style and type of venue with a common theme emerging that currently most venues at night are not providing what people want: **Younger people** expressed an interest in having quieter and cheaper venues where they could go to for a quiet drink during the week. They saw this as a very different type of venue from the louder bars they would frequent at the weekends.

Arts and theatre venues were mainly used and appreciated by older residents. However, even those who did use arts facilities complained about the lack of information about events and shows.

Chain pubs and bars were criticised by all participants as boring, repetitive and expensive.

Noise and over-crowding was the biggest complaint. All participants commented that almost all pubs and bars in their area were too noisy and crowded. All age groups expressed an interest in having quieter venues where they could sit down and talk to friends.

Feeling out of place. Many people did not go out as they often felt that existing venues only catered for the very young (18 to 22 years-old). This view was even held by young workers who felt that once they reached their mid twenties, they no longer wanted to go to the type of large chain pubs with loud commercial dance music that make up many high streets at night.

Child-friendly venues were very much in demand amongst the focus group members. Parents complained that there were very few venues that positively welcomed families.

So what do we want?

Members from the same non-participation focus group offered a large number of views and suggestions. The results fell under three headings:

More choice in bars and pubs

- *Quieter venues were a huge priority for young and old wanting a place to sit and chat in a friendly relaxed environment.*
- *Neighbourhood Pubs*
- *“Wind-down” or “Chill-out” Venues*
- *Family friendly which are not aimed at children but where parents could feel happy to take their children*
- *Café Culture where children are positively welcomed in bars and cafes until quite late at night*

Entertainment for children and families

- *Supervised areas and shows, ice-skating or laser quest activities, family nights in the town centre, activities aimed at teenagers*

Culture and events

- *One-off shows and events, free festivals, lively public spaces and more varied cinema*
- *Late opening Museums, galleries and libraries*
- *More attractive public places*

These views and suggestions were also supported by those respondents who went out more frequently and the following additional feedback was received.

Shops and Services

62% wanted clothes, music and other shops to be open until 8pm. Over half wanted doctors, dentists and banks to be available until 8pm.

Public Venues

Sport and leisure centres were the most popular. 38% wanted these to be available up to 11pm. Some wanted parks and open spaces to be used for summer evening and night-time events. There was modest support (32%) for libraries and adult education services to be available after 6pm.

Arts, Culture and Events

38% said they would use theatres until at least 11pm. Just under half would like to see museums and art galleries open until 11pm. Festivals and outdoor events were popular. 27% said they would attend music and arts festivals up to 1am.

Market Futures, Diversity and Products of Tomorrow

Market forces have squeezed out diversity in the evening economy by concentrating on developing alcohol-led venues aimed at under 30s. Currently the market is failing to cater for many other potential consumers of the evening economy although it is felt that the market will be forced to change and diversify because of changing demographics (the predicted decline in under-30's and the rise in older, single households).

Although the mainstream market is adapting to the needs of previously marginalised groups, such as women, older people and gay people, some groups still remain excluded from the evening economy. These include teenagers and those on low incomes.

Pubs and clubs will remain a dominant force in the evening economy but will need to adapt and respond to consumers who are demanding more than just a drinking venue. The decline in nightclub attendance has led to more innovation with clubs putting on nights with live music, art and cabaret to attract customers. Live music is growing in popularity all the time, but there needs to be more help and encouragement from public bodies to ensure venues can survive.

The growing popularity of eating out, coupled with more adventurous tastes, has led to innovation in formats - from cafés and noodle bars to "gastro pubs" and clubs with restaurants.

Late-night shopping is set to increase, but it has been slow to develop, except for food stores. There is consumer demand and developer interest. Experience suggests that careful marketing coupled with evening events can lead to success.

There is scope for public services, such as libraries, to provide more diversity in the evening economy. The signs are positive and trends point to a move away from town centres that revolve purely around drinking at night. However much more support is

needed, especially for cultural activities and innovative independent operators, if real diversity is to be achieved.

What does Diversity look like?

Diversity could look like a town centre which attracts a wider range of participants during the evening up to the early hours of the morning through the provision of a wider range of entertainment and operators. New types of venues would also be present, where children of all ages could enjoy entertainment whilst their parents relaxed with their friends, this could include affordable entertainment for young teenagers. Although some clubs would operate into the early hours of the morning, at weekdays most venues would be closed by midnight or 1am.

The mixture of ages would lead to a more relaxed ambience outside the premises and the street environment would be subject to continuous improvement. Where there is an existing concentration of noisy alcohol-related entertainment venues these might be left as they are, but subject to special policing and management measures. In other places, noisy clubs would be located where they could not disturb residents and would be sited adjacent to suitable taxi ranks and bus stops. An attempt would be made to provide a genuine café culture that would operate until 10pm and the streets would be animated by specially provided entertainment on a regular basis, either as part of a “family night or as part of programme of free events.

The policing would be discreet but effective with violence and disorder dealt with rapidly throughout all hours of the night. The transport would be plentiful and cheap with queues for taxi’s short and carefully regulated. The buses would be frequent and reliable and run until an hour at which most venues had closed or at least 11pm.

How do you get there?

1. Embody the community health agenda in policy and transform behaviour norms

In Scotland, the Licensing (Scotland) Act 2005 has added a fifth licensing objective: “protecting and improving public health”. The other four are similar to those contained in the 2003 Licensing Act. In England much of the debate has been about economic growth on the one hand and issue of the law and order on the other but the impact on public health of poorly regulated and alcohol driven town centres could scarcely be more marked.

It is claimed that alcohol-related harm is costing around £20bn a year and that some of the harms are getting worse. The costs include violent incidents, domestic violence, pedestrians killed, accident and emergency attendances and ambulance costs, admissions to accident and emergency departments, working days lost due to alcohol abuse, premature deaths, suicides and the cost of specialist alcohol treatment.

Putting the message across effectively and influencing consumer behaviour is challenging. In France and Germany a healthy drinking agenda is developing alongside a health eating agenda but this is only just emerging in this country. Research seems to

show that peer pressure is another aspect to be taken into account - the view “everyone drinks a lot so I might as well too” sums up the problem.

In social norms marketing campaigns an effort is made to convey information about positive behaviour that is already embraced by most people. The approach draws heavily on traditional marketing campaigns used to sell a product.

Recommendation

Consider how to integrate “alcohol awareness” into health initiative programmes already being carried out (i.e. smoking intervention programmes)

2. Collect the basic data. Develop a sophisticated market and consumer understanding to go alongside performance measures and inclusion targets.

The management of town centres at night relies on increasingly good intelligence, fast feedback and swift intervention. The consideration of licensing applications or licensing reviews depends on marshalling the right evidence to make the case one way or another.

To date there has been little publically backed consumer research into product diversity and choice of venues. This has been largely left up to the market. Research shows that aspirations for greater access, variety and choice cannot be served by relying on the market alone. Local authority town-centre strategies therefore will need to be based on more sophisticated consumer and market understanding, involving not just those who do go out but those who might if things were different. The report states that they have found the focus group methodology to be an effective way of teasing out this detail as it allows both specific socio-demographic groups and geographical areas to be considered in depth and policies to be set accordingly.

Recommendation

Consider undertaking a Diversity audit with two key themes focussing on performance and aspiration for the future:

“The Destination” covering venues, accessibility, place and customer care and;
 “Consumer Choice & appeal” covering existing and potential customers who are described as ‘Consumers Now’ and ‘Consumers Tomorrow’

3. Promote local choice. Encourage the “fresh shoots of innovation and growth”

There is a marked contrast in aspirations between what is termed the “creative class” and our more mainstream interviewees, particularly the 18 to 35 year-olds group, is marked. It underlines the need to relate consumer research to policies on diversity, choice and sustainable economic growth. Who needs to be attracted to the town centre to make it a rich, diverse mix? What are they looking for? How can it be developed and provided?

Action already taken

Creative Business Centre planned for the new Cultural Quarter ensuring that St Botolphs will become a magnet for start-up creative businesses.

Recommendation

Consider how to achieve ongoing dialogue with consumers and potential consumers to provide insight into what diversity of offer is required for Colchester

4. Create family-friendly and child-friendly centres

One effect of a limited town-centre product aimed at a narrow market is that others are deterred from going out. Many focus group participants expressed a desire for venues where adults can go with children in the evening. The kind of venue that would be popular would be multi-activity where parents and other carers could eat or have a drink and their children would be safe nearby, enjoying some other kind of amusement. Parents also identified a need for a change in cultural attitudes towards children leading to a greater toleration of their presence.

Participants also felt that the behaviour of others was a further impediment to adults bringing children into town centres in the evening or at night. Swearing was identified as being particularly offensive and undesirable. There is legislation to prevent offensive behaviour in public places and it's careful use could create more child-friendly streets at night

Recommendation

Work with enforcement agencies that are present in the town centre to see how legislation can be appropriately targeted to create more child-friendly areas or times.

In advance of significant investment in new types of venues; operators and town centre management partnerships could experiment with "Family nights". Here, restaurants and cafés could actively welcome children, transport providers could provide concessionary fares and the local partnerships could offer street entertainment.

Recommendation

Build on success of "Tour Series" and "Colchester 2020" events by working with partners to encourage "Family Nights" in the town centre – possibly integrated with late night shopping evenings.

Research also showed that it was felt there was little for teenagers between the ages of 14 and 18 to do in local centres, apart from illicit drinking. The research suggests that there could be public support for improving youth facilities and thereby attempting to reduce the causes of some of the threatening behaviour experienced in town centres at present. The provision of subsidised youth clubs and youth-orientated centres would require extra public expenditure but this could be offset by the lower police costs and improved police/community relations.

Action already taken

New Youth Centre due to open in centre of town by the local library which will offer facilities for this age range.

5. Improve accessibility. Deliver safe, affordable public transport at night

All the surveys underlined the inadequacy of public transport provision to serve the late-night economies.

Action already taken

Subsidised Night Bus already in operation with a taxi marshal scheme in place for the High Street rank.

6. Set new standards in customer care. Make the public realm welcoming and hospitable

Extra Police officers were the preferred method of policing for participants rather than CCTV but they were looking for an authority figure with power which suggests that Community Support Officers would be preferable to Neighbourhood Wardens or Guardians but just the presence of a responsible, adult and sober figure can change the atmosphere as has been found with Taxi Marshalling schemes, using trained door staff.

Action already taken

Taxi Marshal scheme, Street Pastors

Recommendation

Consider additional staff (Street Wardens with PCSO's) in the town centre at night

7. Good Planning – “a once in a generation opportunity?”

Research suggests that the planning system has up to now failed to plan effectively for the evening and late night economies. In this field planning needs to go beyond the limited technical control function and become visionary. The Compulsory Purchase Act 2004 and the Use Classes Order have been described as a “once in a generation opportunity”. There is the provision to use Area Action Plans and stronger community involvement linked to Local Strategic Partnerships with scope for a more creative use of Section 106 agreements.

Action already taken

An Area Action Plan is already being drafted as part of the “Better Town Centre” work to integrate with the work being undertaken on nine key themes for the town centre (one of which being “Changing Colchester After Dark”).

Recommendation

Need to ensure that other strategies are integrated with this piece of work (i.e. Street Care Strategy and Licensing Strategy)

8. Place-making: develop a new language of design

Designing out crime, designing for mixed use developments and designing in delight.

Most urban design is for 9am to 5pm. Things change after dark and what look good in daylight can become a no-go area after dark. Conversely, gaudy neon of night-time venues can look tawdry in the cold light of day. The opportunities are enormous.

Action already taken

Public Realm strategy already drafted and produced covering all aspects of public realm development within the town centre

Recommendation

Consider the implementation of the Lighting Strategy developed as part of the public realm strategy

9. Promote flexible hours and the multiple use of public buildings, art galleries, libraries and museums

According to the statistics more people visit art galleries and museums each year than go to football matches but not necessarily during the twilight or night hours. However research has shown that this is changing. There are good examples of galleries and museums opening late, perhaps for a special event and libraries offering an innovative service later into the evening. The problems of public sector staff regularly working unsocial hours can, it seems, be overcome by careful planning and organisation.

Undertaking an opportunity audit of public venues to define their roles within town-centre strategies is an essential early task.

Recommendation

Consider undertaking an opportunity audit of public venues to define their roles within the town-centre strategies

Take opportunity to build on the current collaborative approach within the Arts Venues of Firstsite, Arts Centre & Mercury Theatre and the Colchester and Ipswich Museum Service to see what opportunity there is to open later into the night

Explore opportunities to see if the town centre library would consider later opening, perhaps to coincide with other events (Family Night) or late night shopping evenings

10. Extend shopping and other services into the evening

Research suggests that shop opening hours will gradually extend further into the evening into the future. The benefits include overcoming the dead time between 5pm and 8pm when a town centre may feel empty and deserted, and overlapping different activities to give more variety and choice. Twenty-four hour food stores have already arrived, but shops that rely on comparison and clustering need careful thought. Evening events can be a good way to establish the image of the centre as a destination for evening shopping.

Action already taken

Late night shopping evening until 7pm already negotiated and secured for the summer

Recommendation

Build on success of “Tour Series” & “Colchester 2020” events in the High Street along with “GiFT Festivals” and “Colchester Carnival” as a signal for a change in culture

Explore opportunities for specialist evening markets – themed evenings on a regular basis (i.e. every first Thursday evening of the month with theme published and marketed well in advance)

Partnership

There is strong theme which highlights the need for partnership working and the need for representatives of the key interest groups to take responsibility and work together for better town centres in the future.

Operators and Managers – evening and night-time operators are likely to makeup only a small proportion of the town centre business – it is important to ensure that they aren’t overlooked as a result

Recommendation

Close ongoing dialogue with town centre business representatives ensuring that the night-time/evening operators are represented. Consider the timing of meetings so as not to exclude these business representatives

Developers and Landlords

Careful and detailed management of letting by landlords can make the difference in ensuring that a good balance of activities is maintained and “bad neighbour” activities are curtailed.

Town Planners

Need for well informed, realistic and visionary strategy which recognises potential for the future

Action already taken

An Area Action Plan is already being drafted as part of the “Better Town Centre” work to integrate with the work being undertaken on nine key themes for the town centre (one of which being “Changing Colchester After Dark”).

Recommendation

Need to ensure that other strategies are integrated with this piece of work (i.e. Street Care Strategy and Licensing Strategy)

Residents

Many new and young residents in town and city centre developments choose their homes because of their location. Elsewhere, residents are likely to be in the forefront of those pressing for a well-regulated evening and night time economy and are the first to suffer the consequences when things go wrong.

Consumers – the missing voice?

Research suggests that the knowledge about existing and potential consumers, their views, needs and aspirations for the future is limited. In particular, little attention has been given to those who feel excluded from the evening and night-time economy for one reason or another. A more detailed knowledge of consumer aspirations is an essential step in creating more varied and inclusive town centres after hours.

Recommendation

Consider opportunities to understand those “potential” customers for the town centre and what do they feel are their barriers and also their aspirations for the town.

Undertake Peer Research to obtain wide-ranging and representative feedback from our residents

Consider asking for interest in contributing to a focus group for the town centre

Three Policy Imperatives

Control and customer care

Regain control and transform standards of customer care. Make town centres hospitable and welcoming

- Restore order – via regulation and enforcement
- Promote voluntary codes and standards
- Empower the community in support (SOS bus, Street Pastors)
- Higher standards of customer care – provision of street wardens and taxi marshalling schemes to provide sober responsible adults at pinch-point areas
- Place marketing and changing perceptions – special celebratory events have a role to play in marking the transition from “no-go” to “up and coming”

Recommendation

Better, more co-ordinated use of regulation and enforcement – Licensing for premises & taxi, Street Care Officers/Wardens for litter, fly posting & distribution of leaflets, continue partnership with Police

Continue principle of CBC Pledge – try to ensure that all “night” operators/venues are signed up

Continue support for SOS bus and Street Pastor Scheme – investigate ways to use Total Place to provide additional funding to reintroduce First Aid provision to save A&E visits and Police time.

Continue support for Taxi Marshalling scheme

Consider provision of additional staff (Street Wardens perhaps partnering a PCSO) during the evening shifts

Build on success of “Tour Series” & “Colchester 2020” events in the High Street

Vision and Strategy

Replace the policy vacuum with positive visions and strategies for a more diverse future. Develop a new agenda with the aim of ensuring greater balance, variety, choice and accessibility for all.

Action already taken

“Better Town Centre” is a fully integrated work plan which focuses on nine key themes for the town centre (one of which being “Changing Colchester After Dark”).

Recommendation

Need to ensure that other strategies are integrated with this piece of work (i.e. Street Care Strategy and Licensing Strategy)

Partnership and delivery

Integrate all the relevant management functions. Encourage all interests to take responsibility and extend the principle of town-centre management into the evening and night.

Best Practice – “In Practice”

In terms of collecting examples of best practice from across the Country, the Purple Flag scheme it is a valuable source of research that can be translated to Colchester as it is taken from the point of view of those who visit, use and live in town centres. It has a broad view and features venues, public spaces and the activities within them. It concerns both short term vibrancy and an enduring viability and encourages a collaborative approach, working in partnership to deliver outcomes.

The Good Practice Handbook collects the examples of best practice into 5 key areas The Association of Town Centre Management along with the Civic Trust run a scheme called the “Purple Flag for Better Town Centres at Night”

It is intended that the Purple Flag will be the new “gold standard” for entertainment and hospitality zones at night. It builds on the experience of The Civic Trust’s NightVision programme and Green Flag scheme for green open spaces and is linked to the standards that people expect from their town centres at night. The scheme is managed by the ATCM working alongside the Purple Flag Advisory Board – a partnership of key stakeholder groups, including central and local government, police, business and consumers.

The aims of Purple Flag are to improve the experience of going to town at night, to raise the quality and broaden the appeal, to bring all interests together in pursuit of a common objective and to inspire, acknowledge, and celebrate success.

The Purple Flag scheme has used previous research and guidance to define those areas where it is felt there is the greatest potential for improving town centres at night.

Policy Framework: There needs to be evidence of a clear aim and common purpose for the management of the area and how it offers a positive experience. After-hours policy crosses many professional, budgetary and sectoral boundaries. The challenge is to bring clarity and focus to a complicated field. A clear and appropriate local strategy is needed based on sound research, integrated public policy and a successful multi-sector partnership.

Wellbeing: A prerequisite for successful destinations is that they should be safe and welcoming. Some services may need to be upgraded or extended to cope with specific needs late at night and after dark. All sectors have a part to play in delivering high standards of customer care.

Movement: Getting home safely after an evening out is a prime requirement. So too is the ability to move around the centre on foot with ease. Improvements may be needed for all types of movement, if centres are to function properly and be appealing after hours.

Appeal: Successful destinations should offer a vibrant choice of leisure and entertainment for a diversity of ages, lifestyles and cultures, including families. They should contain a rich mix of public and private attractions. They should be vital places for both the day and the night

Place: Successful hospitality areas are alive during the day, as well as in the evening and night. They contain a blend of overlapping activities that encourage people to mingle and attractive places where spending and being are in balance. They respect and reinforce the character and identity of the area - its buildings, structures and features. They demonstrate flair and imagination in all aspects of design for the night.

Wellbeing

The best practice shared under the theme of wellbeing constitutes most of the initiatives already in place in Colchester:

Evening Ambassadors which undertake the same role as our Street Pastors
 Field Hospitals & SOS buses
 Licensing Scheme for Door Staff
 CCTV and radiolink
 New Taxi points

The newer initiatives include:

- Introduction of “Spikeys” which are devices aimed to prevent spiking of drinks bottles
- Yellow Card scheme – nearly drunk customers receive a yellow card which informs them that this is their last drink and supplies them with details of buses and taxis
 - Key to this is the partnership between Police, Street Services, Licensing Officers and Civic Watch with a rapid response to serious problems and monthly feedback to Leader of Council, Borough Police Commander and Directors of key services
- Introduction of Chill out Campaign – initiatives aimed at responsible drinking with use of advertising and media. Complemented by approaches such as warnings, prosecutions, seizure of alcohol and referrals to youth diversion schemes

Action already taken

Street Pastors, SOS Bus, Licensed Door Staff, CCTV, Radiolink, new taxi points in Head Street & Queen Street

Recommendation

Consider the introduction of an early warning scheme for customers who have already consumed enough alcohol. Will need strong partnership working with both venues and Colchester Police.

Consider how to integrate “alcohol awareness” into health initiative programmes already being carried out (i.e. smoking intervention programmes)

Movement

The over-riding best practice in respect of getting people home at night relates to the provision of both night buses and taxi marshalling schemes. Some areas have expanded the taxi marshalling scheme to include a managed allocation which provides opportunities for shared taxis thereby reducing the cost and women only taxis.

Other initiatives include a scheme that provides free drinks for drivers (non-alcoholic of course!) in return for their car keys which are returned at the end of the night and a pre-pay taxi scheme to avoid customers spending all their money on drink and then finding themselves unable to get home.

Action already taken

Night bus provided on one route – currently subsidised by clubs in the town centre
 Taxi marshal scheme on trial in High Street – funded by Liquid/Envy
 Public consultation on transport options/opportunities around the town centre undertaken earlier this year

Recommendation

Explore possibilities of expanding taxi marshalling scheme to other areas in town (Queen Street & Head Street) and expanding the services offered to provide allocation and opportunity to share taxi's to reduce cost.

Place

The key elements of best practice in this theme relate to provision of public toilets (accessible, safe & clean) and action or campaigns in relation to litter and street cleaning, particularly late at night. One area has had a successful campaign against fast-food litter, encouraging the responsible disposal by rewards and prizes, with another area using Street Litter Control Notices to ensure that food outlets take responsibility for area in the vicinity of their establishment. Proposed changes to the Licensing Act 2003 may enable Local Authorities to impose wider responsibilities on late night takeaways in respect of litter arising from their activities.

Other best practice examples relate to the introduction of toughened glass as required by Premises Licences and an innovative lighting strategy which highlights key historic buildings and routes around the town centre.

Action already taken

Urilift, & Creative Conveniences

Targeted street cleansing operations in place overnight to ensure that town is clean by 8am for the start of business

Standard licence conditions in relation to safety glass & no glass outside the premises

Street Care Strategy recognises role of Street Litter Control Notices and three have been issued already to food premises in the town centre

Public Realm Strategy includes a lighting strategy which proposes lighting solutions for spaces, buildings, areas and routes.

Recommendation

Consider issuing further Street Litter Control Notices in line with the priorities of the Street Care Strategy to ensure that businesses take responsibility for the area around their establishment. The Street Services Fundamental Services Review is also considering how work can be better co-ordinated and organised in all areas of the Borough and the town centre will be a focus of this initiative.

Investigate how the Licensing Act can be used to complement the potential introduction of Street Litter Control Notices to ensure that the most effective and appropriate action can be taken to ensure establishments take responsibility for the effects of their activities.

Within the financial constraints of the town centre work - ensure that the lighting element of the public realm strategy is a key consideration during implementation.

Appeal

Overwhelmingly the best practice in relation to the theme of appeal relates to encouraging later night opening of shops and other activities. The main focus of attention is to keep shops open during the hours of 5pm – 8pm

Ways to encourage this include:

- Encouraging shops to open later in the morning and stay open later at night
- Early bird discounts in cafés and cinema in the early evening
- Free or discounted parking after 3pm
- Galleries and Museums with late night opening (After Work Culture)
- Guides produced to advise residents and visitors what is available between 5pm-8pm – “Access all Areas”
- Establishment of a Retail Evening Economy Steering Group
- “Late and Live” – combination of opportunities to shop and dine with a programme of free and alfresco arts and entertainment (from Battle of the bands to Glynebourne Opera). This has acted as catalyst for growing range and number of outlets to open their doors later.
- Evening activities at Museums followed by camping overnight!

The other best practice examples relate to the introduction of diversity within the town centre:

- Open air ice-rink
- Concerts
- Specialist French and German Markets
- Fashion Show
- Street Theatre
- Specialist Food Tours – based on the cultural diversity of the area
- Film Festivals

- Community Theatre – commissioned a play based on the impact of the night-time economy which was put on for several target audiences and in public areas around the town.

In conjunction with the above the other best practice example relates to street licences and the establishment of the café culture, whilst retaining control. Businesses are either granted licences for areas outside their establishments or are granted a licence for a designated area in a public open space such as park, town square etc. There is no exclusive right to the particular area and this may change year on year. Licences are granted annually with strict controls over noise & behaviour.

Action already taken

Late night shopping until 7pm over the summer has already been negotiated and secured. Further talks are underway in respect of how retailers will approach Christmas.

Proposed development of the Cultural Quarter with the VAF and the new town square

Proposed development of Vineyard Gate with 60 new retail units and new public spaces

Opening of Firstsite in Summer 2011 will, in conjunction with other Arts facilities in Colchester, generate visitors of over 300,000

Lion Walk Shopping Centre £5m make-over

Introduction of 'Enjoy' and 'Discover' parking offers

Colchester & Ipswich Museum Service offer evening opening to coincide with other events and also offer evening activities followed by camping although the availability and marketing of this could be broadened out for the future.

Recommendation

Build on success of "Tour Series" & "Colchester 2020" events in the High Street along with "GiFT Festivals" and "Colchester Carnival" to encourage other open-air activities such as ice-rink, concerns, fashion show etc

Continue to build on the historic shops and lanes to make more of Colchester's smaller specialist shopping streets

Consider the opportunities around establishing regular specialist themed markets.

Continue to work with ECC in relation to obtaining responsibility for street licences in order to develop a street licence scheme which provides the ability to develop a café culture across the town centre but with the necessary controls and annual renewal capability.

Work with the parking services to develop and extend innovative parking offers in partnership with town centre retailers

Summary of Recommendations

1.0 Recommendations based on Wellbeing Theme
1.1 Consider the introduction of an early warning scheme for customers who have already consumed enough alcohol. This will need strong partnership working with both venues and Colchester Police.
1.2 Consider additional staff (Street Wardens with PCSO's) in the town centre at night *
1.3 To investigate an extension of the street cleaning programme which should be carried out <i>while</i> people are in the town not just after the town has closed. *
1.4 Continue principle of CBC Night Time Pledge – try to ensure that all “night” operators/venues are signed up
1.5 Continue support for SOS bus and Street Pastor Scheme – investigate ways to use Total Place to provide additional funding to reintroduce First Aid provision to save A&E visits and Police time.
1.6 Build on success of “Tour Series” & “Colchester 2020” events in the High Street
1.7 To take a more proactive stance in relation to street cleanliness by extending the use of street litter control notices *
2.0 Recommendations based on Enforcement Activities
2.1 Investigate how Licensing can work with the Police to address the issue of the smoking ban and influence/ensure that the smoking areas are not on the street. Learn from best practice in other towns.
2.2 Work with enforcement agencies that are present in the town centre to see how legislation can be appropriately targeted to create more child-friendly areas or times *

2.3	Better, more co-ordinated use of regulation and enforcement – Licensing for premises & taxi, Street Care Officers/Wardens for litter, fly posting & distribution of leaflets, continue partnership with Police *
2.4	Consider issuing further Street Litter Control Notices in line with the priorities of the Street Care Strategy to ensure that businesses take responsibility for the area around their establishment. *
2.5	Investigate how the Licensing Act can be used to complement the introduction of Street Litter Control Notices to ensure that the most effective and appropriate action can be taken to ensure establishments take responsibility for the effects of their activities. *

3.0	Recommendation based on Movement Theme
3.1	Explore possibilities of expanding taxi marshalling scheme to other areas in town (Queen Street & Head Street) and expanding the services offered to provide allocation and opportunity for customers to share taxi's to reduce cost
3.2	Investigate the potential to pedestrianise or make the High Street “car-free”. There are possibilities around “shared spaces” which changes the way the High Street is used and feels, whilst keeping the evening traffic element which maintains a flow through and is important for safety
3.3	Work with ECC Highways Department to investigate the flow of traffic around the town centre

4.0	Recommendations based on Place Theme
4.1	Within the financial constraints of the town centre work - ensure that the lighting element of the public realm strategy is a key consideration during implementation.
4.2	Continue work on the Public Realm Strategy in order to design a space that people feel comfortable, safe and attracted to.

5.0 Recommendations based on Appeal Theme
5.1 Need to secure 4 -5 anchor events/activities as catalyst to start of culture change and stimulus for other venues to follow.
5.2 Build on success of “Tour Series” & “Colchester 2020” events in the High Street along with “GIFT Festivals” and “Colchester Carnival” to encourage other open-air activities such as ice-rink, concerns, fashion show etc
5.3 Build on success of “Tour Series” and “Colchester 2020” events by working with partners to encourage “Family Nights” in the town centre – possibly integrated with late night shopping evenings.
5.4 Build on success of “Tour Series” & “Colchester 2020” events in the High Street along with “GIFT Festivals” and “Colchester Carnival” as a signal for a change in culture
5.5 Continue to build on the historic shops and lanes to make more of Colchester’s smaller specialist shopping streets
5.6 Continue to work with ECC in relation to obtaining responsibility for street licences in order to develop a street licence scheme which provides the ability to develop a café culture across the town centre but with the necessary controls and annual renewal capability.
5.7 Take opportunity to build on the current collaborative approach within the Arts Venues of Firstsite, Arts Centre & Mercury Theatre and the Colchester and Ipswich Museum Service to see what opportunity there is to open later into the night and collaborate on programming and joint offers with other restaurant/dining establishments
5.8 Explore opportunities to see if the town centre library would consider later opening, perhaps to coincide with other events (Family Night) or late night shopping evenings
5.9 Review the provision of the Market in the town centre with a view to introducing regular, themed evening markets (i.e. every first Thursday evening of the month with theme published and marketed well in advance) Variations such as; Antiques, French, Farmers Market, Car-boot Market, Free-swap or Plant-swap were suggested.

<p>5.10 Adult Evening Courses – Investigate possibility of bringing 3 or 4 course providers together with venues in order to secure 3 or 4 suitable courses provided in alternative Town Centre locations. . This principle could also be extended to children’s courses as they are already delivered in the Minorities and could be provided in alternative venues. CBC has a role to facilitate sourcing suitable venues (which don’t need to be cafés) and use Mosaic to assist social targeting.</p>
<p>5.11 Investigate Museum outreach possibilities in relation to providing workshops in alternative venues to the Museum buildings. CBC should lead by example with Museum events and blue badge talks in alternative venues in town rather than walks etc.</p>
<p>6.0 Recommendations based on Health Initiatives</p>
<p>6.1 Consider how to integrate “alcohol awareness” into health initiative programmes already being carried out (i.e. smoking intervention programmes)</p>
<p>7.0 Recommendations based on Insight</p>
<p>7.1 Consider how to achieve ongoing dialogue with consumers and potential consumers to provide insight into what diversity of offer is required for Colchester. What are their aspirations for the town and their perceived barriers to using it currently</p>
<p>7.2 Undertake Peer Research to obtain wide-ranging and representative feedback from our residents</p>
<p>7.3 Consider asking for interest in contributing to a focus group for the town centre</p>
<p>7.4 Close ongoing dialogue with town centre business representatives ensuring that the night-time/evening operators are represented. Consider the timing of meetings so as not to exclude these business representatives</p>
<p>7.5 Consider undertaking an opportunity audit of public venues to define their roles within the town-centre strategies</p>
<p>7.6 Consider undertaking a Diversity audit with two key themes focussing on performance and aspiration for the future: “The Destination” covering venues, accessibility, place and customer care and;</p>

“Consumer Choice & appeal” covering existing and potential customers who are described as ‘Consumers Now’ and ‘Consumers Tomorrow’	
7.7	Commission study to understand footfall in the Town Centre in order to inform both Public Realm outcomes, event/initiative locations, parking strategy & offer combinations of parking + event in order to influence footfall through the Town Centre.
7.8	To continue the workshop concept on a regular basis including all stakeholders for the Town Centre.
7.9	CBC has a role to play in helping the entrepreneurial spirit. There should be a case study on either the Philosophy Café or Pizza Express which could be used as shared learning with other businesses.
8.0 Recommendations based on Strategy	
8.1	Need to ensure that other strategies are integrated with this piece of work (i.e. Street Care Strategy and Licensing Strategy)
8.2	Licensing Policy & Planning Policy to work together to look at zoning and shaping areas of the town.
9.0 Recommendation based on Partnerships	
9.1	Continue and develop the joint approach to managing venues within the Town Centre *

**** The Street Services Fundamental Services Review is also considering how work can be better co-ordinated and organised in all areas of the Borough and the town centre will be a focus of this initiative***

Policy Review and Development Panel

Item
10

1 September 2010

Report of	Head of Corporate Management	Author	Amanda Chidgey
Title	Work Programme 2010/11		☎ 282227
Wards affected	Not applicable		

This report sets out the current Work Programme 2010/2010 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 2010/11.

2. Alternative options

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

3. Introduction

- 3.1 At each meeting of the Panel, the opportunity is taken for the work programme to be reviewed and, if necessary, amended according to current circumstances.

4. Current Situation

- 4.1 The Work Programme has been updated since the meeting of the Panel held on 14 June 2010 to reflect the decisions that were made regarding timing of the update reports from the various Task and Finish Groups and to incorporate the subject areas for investigation on behalf of the Cabinet, as follows:

- **Olympics 2012** with the involvement of the Chairman of the 2012 Partnership as well as other key partners from the University and Garrison;
- **Integrated County Economic Development Strategy / The State of Essex report** with contributions from representatives from Essex County Council;
- **Review of Accommodation for Older People** with contributions invited from Age Concern, Essex Social Services, Colchester Almshouses and Balcerne Gardens;
- **Energy Savings Trust** with a detailed breakdown of this Council's energy saving Initiatives;
- **Allotments Strategy** with an exploration of the opportunities to convert more land to use as allotments;
- **Cycle Paths and the Cycle Town Initiative**

4.2 At the Cabinet meeting held on 30 June 2010 the proposed areas of work identified by the Panel were accepted except in respect to the Olympics Partnership which may be more appropriate for consideration by the Strategic Overview and Scrutiny Panel. The Cabinet indicated that the Chairmen of the respective Panels should discuss and agree which Panel should undertake the work.

5. Standard References

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

Policy Review and Development Panel
WORK PROGRAMME 2010/11

	<u>14 June 2010</u>	<u>1 September 2010</u>	<u>20 September 2010</u>
Policy Initiatives			
Review of Corporate Policies		Economic Development Strategy 2010 - 2015	Accommodation for Older People (or, possibly, November) Integrated County Economic Development Strategy / The State of Essex
Task and Finish Groups		20 mph speed limit // Engagement Plan Night Time Economy // Final report	Town Centre Improvements // Joint Presentation with Essex County Council

	<u>8 November 2010</u>	<u>10 January 2011</u>	<u>28 February 2011</u>
Policy Initiatives			
Review of Corporate Policies	Olympics 2012		
Task and Finish Groups	Waste Prevention and Recycling Options Appraisal // Update	Town Centre Improvements // Final Report	

Items to be scheduled:

- Energy Savings Trust;
- Allotments Strategy;
- Cycle Paths and the Cycle Town Initiative (possible September, subject to availability of the Cycle Town Programme Manager)

Task and Finish Groups	Membership 2010-11
Night Time Economy	Councillors Barlow, Davies, Naish and B. Oxford
20 mph speed limit	Councillors Ford, Hardy and Offen, G. Oxford and Parish Councillor Gili-Ross
Waste Prevention and Recycling Options Appraisal	Councillors Arnold, Barlow, Chillingworth, P. Oxford, Smith and J. Young

