

2 September 2020

Report of	Chief Operating Officer	Author	Rory Doyle ☎ 507855
Title	The Better Colchester Strategic Plan 2020-23		
Wards affected	all wards		

1. Executive Summary

- 1.1 This report concerns the draft Strategic Plan 2020-23 (attached). The Strategic Plan sets the priorities for the borough and the Council for the next three years. The current Strategic Plan was published in February 2018 and is set to run to 2021.
- 1.2 A report was taken to Cabinet in March 2020 to approve the Better Colchester Strategic Plan 2020-23. The report set out the need to update the current plan in light of the new Strategic Priorities agreed by Council and the declaration of the Climate Emergency in July 2019. The Plan set out how the Council will address the key challenges facing the borough through five strategic priority themes:
 - Tackling the climate challenge and leading sustainability
 - Creating safe, healthy and active communities
 - Delivering homes for people who need them
 - Growing a fair economy so everyone benefits
 - Celebrating our heritage and culture.
- 1.3 The Strategic Plan was due to be taken to Full Council with the recommendation that it be adopted and included in the Policy Framework however this was subsequently delayed as a result of the Covid-19 pandemic.
- 1.4 The Covid-19 pandemic has presented the Council with unprecedented service and financial challenges changing some of the key financial planning assumptions, and priorities upon which the previous draft Strategic Plan presented in March 2020 was based as a result a review and reprioritisation of priorities has been undertaken as part of the Council's Covid-19 Recovery Programme.
- 1.5 This report outlines a refreshed set of 15 priorities (3 under each strategic theme), taking in to account the impact of the Covid-19 pandemic, and sets out the key goals by which success will be measured moving forward, together with a clear set of commitments that will be delivered in the first year of the Plan. These will form the basis for the Strategic Plan Action Plan.
- 1.6 The Strategic Plan is one of the core statutory elements of the Council's Policy framework, as set out in Article 4 of the Council's Constitution. It therefore needs to be adopted by full Council.

2. Recommended Decision

- 2.1 To agree the Strategic Plan 2020-23 and recommend to full Council that it be adopted and included in the Policy Framework.

3. Reason for Recommended Decision

- 3.1 To enable the Strategic Plan to be adopted and included in the Policy Framework.

4. Alternative Options

- 4.1 The current Strategic Plan expires at the end of 2020-21 but does not reflect significant new priorities agreed by the Council as part of setting its budget strategy and Medium-Term Financial Forecast. Crucially the current Strategic Plan does not reflect the unanimous decision by Full Council to declare a Climate Emergency or the impact of the Covid-19 pandemic.
- 4.2 A new plan is required and needs to be adopted by the Council. The absence of a relevant Strategic Plan would create a significant risk of the Council failing to identify and deliver on its core priorities.

5. Background Information

- 5.1 The Council's Strategic Plan describes the organisation's view of the main priorities for the borough. It covers a three-year time span, although many of the issues it addresses are long-term in nature.
- 5.2 In March 2020 Cabinet were presented with a draft of the Better Colchester Strategic Plan 2020-2023. Since then the global Covid-19 pandemic has had a profound effect on our communities, our economy and the Council as an organisation. During this time the Council has been leading the recovery and adaptation of its services and operations under the Recovery Programme. Part of this programme of work included the need to prioritise what's important in the 'new normal'. Being clear about priorities going forward and reprioritising work already underway has been a key part of the budget strategy and the approach to corporate programme management. This includes prioritisation of all existing, new and emerging projects and a reshaping of the overarching Strategic Priorities presented in the plan to Cabinet in March 2020.
- 5.3 This work has been undertaken and the five Strategic Plan themes are still as relevant, if not more so, since they were presented in March. These themes are:
- Tackling the climate challenge and leading sustainability
 - Creating safe, healthy, and active communities
 - Delivering homes for people who need them
 - Growing a fair economy so everyone benefits
 - Celebrating our heritage and culture.
- 5.4 Within each theme, three strategic priorities are identified. These priorities have been revised in light of the impact of Covid-19 and the priority statements guide what is important to us and provide a steer on the areas we will focus on. Importantly each priority includes key goals against which success will be measured, with commitments for delivery in year 1 to provide reassurance.
- 4.5 The plan is written as a strategic-level document, showing the aims and objectives of the Council at a high level, to steer both the organisation's decision making, Covid Recovery Plan and day-to-day management of services. All five themes are connected; they are overarching principles for the way in which the authority will work as a whole – rather than

being seen in isolation, the plan aims to present the themes and priorities as the ethos under which decisions will be made and the direction the authority will travel over the next three years including recovery and adaptation post Covid-19. For example, whilst tackling the climate challenge is a strategic theme on its own, action taken under the strategic themes of 'Creating safe, healthy, and active communities', 'Delivering homes for people who need them', 'Growing a fair economy' etc. will also ensure we are delivering on our climate challenge strategic priority.

- 4.6 Being a strategic level document means that the detail, 'how' it will be delivered, sits below the Strategic Plan within the Strategic Plan Action Plan, and Covid Recovery Plan.

6. Equality, Diversity and Human Rights implications

- 6.1 The Strategic Plan 2020-23 will continue to support the importance of equality and diversity in all aspects of borough life.
- 6.2 The Equality Act requires councils to have an equality objective, and the new Plan does that throughout its themes and priorities. An Equality Impact Assessment is available to view on the website [here](#), or by following this pathway from the homepage – Our Council>How the Council works>Equality and Diversity>Equality Impact Assessments>Corporate and Improvement>Strategic Plan 2020-23

7. Strategic Plan References

- 7.1 The themes and priorities of the Strategic Plan 2020-23 will be reflected in officer reports to councillors following its adoption by full Council.

8. Publicity Considerations

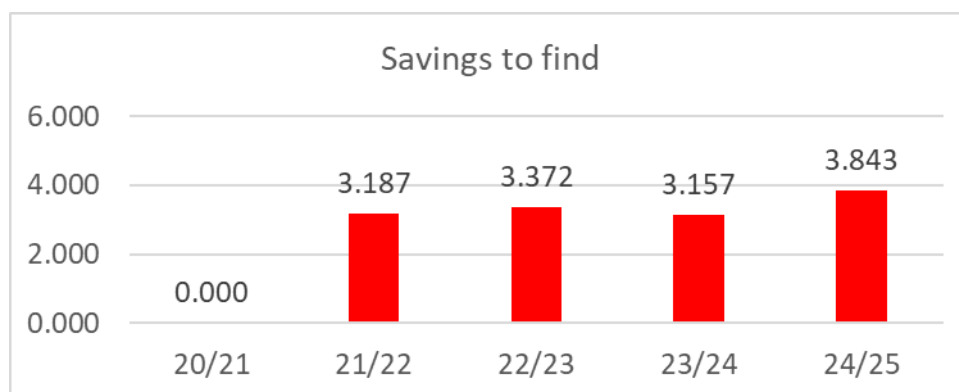
- 8.1 The Strategic Plan is a key element of the Council's continued external engagement activity. The Council will continue to ensure promotion of strategic activity via new and existing communications channels including direct, in person, in the media, on social media platforms and on its website.
- 8.2 The Council will communicate at key milestones of strategic projects to promote a strong positive reputation for the borough, with half-year updates on the website.

9. Financial implications

- 9.1 £500k was allocated from reserves in 2019/20 to meet the cost of feasibility and scoping of New Strategic Priorities. In order to protect resources to address the Covid-19 crisis the cost of feasibility and scoping has been contained at £250k.
- 9.2 July 2020 Cabinet received a finance update on Covid-19 including the allocations set out below.

Revised MTFF (£m)	20/21	21/22	22/23	23/24
New Strategic Priorities	0.216	0.200	0.333	0.333
Covid Recovery	0.333	0.333	0.333	0.000

- 9.3 The July Cabinet 2020 report identified a significant budget gap to be addressed in 2021/22 and later years



- 9.4 The allocation of resources to the Strategic Plan will need to be considered in setting the 2021/22 budget and 2021-25 MTFF. It may be necessary to vary the previously agreed allocation for new strategic priorities and recovery in order to balance the 2021/22 budget. Progress on addressing the budget gap will be reported to October 2020 Cabinet.

10. Health, Wellbeing and Community Safety Implications

- 10.1 Health, Wellbeing and Community Safety remains a key component in this Strategic Plan. This is clearly identified in the 'Creating safe, healthy and active communities' strategic theme, however action on the wider determinants of health, the diverse range of social, economic and environmental factors which impact on people's wellbeing is embedded throughout the Plan.

11. Health and Safety Implications

- 11.1 No health and safety implications have been identified.

12. Risk Management Implications

- 12.1 As action plans to deliver the Strategic Plan 2020-23 are developed, risks will be identified and addressed.
- 12.2 The absence of a Strategic Plan, or the retention of a Strategic Plan that is no longer fit for purpose, would create risks for the Council failing to deliver on its core priorities and use of resources.
- 12.3 The introduction of a new strategic plan, one year early, is a direct response to the key risks in the Strategic Risk Register and will ensure that the whole organisation is focused on a clearly understood, single set of priorities.

13. Environmental and Sustainability Implications

- 13.1 The Council has declared a Climate Emergency and has committed to being carbon neutral by 2030. This is one of the key reasons why the Strategic Plan needs to be replaced a year earlier than anticipated, to ensure that the Council's Strategic Plan reflects the urgency of this commitment.
- 13.2 This is clearly identified in the 'Tackling the climate challenge and leading Sustainability' strategic theme, and the priorities and goals within that.

- 13.3 It is expected that setting out such a clear commitment to the environment and sustainability, agreeing measurable goals and year 1 commitments will enable the Council to deliver real improvement and be held to account.

Appendices

The Better Colchester Strategic Plan 2020-23

New Strategic Priorities – Policy and Research

Tackling the
climate challenge
and leading
sustainability

Creating safe,
healthy and
active
communities

Delivering homes
for people who
need them

Growing a fair
economy so
everyone
benefits

Celebrating our
heritage and
culture

Tackling the climate challenge and leading sustainability

PRIORITIES	2020–2023 GOALS
Respond to the Climate Emergency	<ul style="list-style-type: none"> • Reduce carbon emissions to help achieve a net zero Carbon footprint for Council Services by 2030 • Environment and sustainability embedded within all Council decision making and the adaptation and recovery from Covid-19 • Air quality across Colchester is improved • Continue to support residents to reduce, reuse and recycle their waste
Conserve and enhance biodiversity	<ul style="list-style-type: none"> • Minimise the environmental impact of our activities • Enhance environments to create more space for nature to grow and thrive through greening and natural seeding • Discover, nurture and enable the work led by communities that promotes biodiversity • Plant native species and manage our woodlands, meadows and greenspace whilst sustaining existing habitats • Work alongside communities to maintain clean, green neighbourhoods and urban spaces that we all look after and enjoy
Enable more opportunity for walking and cycling around Colchester	<ul style="list-style-type: none"> • Work with partners to implement strategies and develop measures to reduce traffic in the town centre • Improve facilities and routes for cyclists and walkers to enable active travel behaviours, healthier lifestyles and reduce car use • Ensure major regeneration projects put physical activity, cycling and walking at the forefront of development
During 2020/21 we will	<ul style="list-style-type: none"> • Establish a new Environment and Sustainability Panel to oversee our work to tackle the climate emergency • Complete the phasing out of Glyphosate herbicide in Council operations • Embed environment and sustainability impact assessment and prioritisation in all recovery, project and programme management • Roll out use of eCargo bikes with Council teams, local businesses and partners • Model the Council's carbon footprint in detail and develop a detailed Carbon Management Plan to 2030 • Implement sustainable changes to waste and recycling collections that support improved staff wellbeing • Commence construction of the Northern Gateway Heat Network

Creating safe, healthy and active communities

PRIORITIES	2020–2023 GOALS
Build on community strengths and assets	<ul style="list-style-type: none"> • Take an Asset Based Community Development (ABCD) Approach and work alongside communities to build a borough where people are more empowered, self-sufficient, healthy, active, happy and doing what they enjoy • Encourage belonging, involvement and responsibility in all Colchester's communities and neighbourhoods • Work with our partners to make volunteering and community involvement as easy as possible • Maximise developer contributions (such as Section 106) and other funding mechanisms to help fund community infrastructure
Tackle the causes of inequality and support our most vulnerable people	<ul style="list-style-type: none"> • Work alongside Public Health to take steps that mitigate Covid-19 infection risks and control outbreaks across the population • Support residents to do the things they enjoy doing to stay healthy, happy and physically active • Enable access and involvement in community green space, countryside sites, sport, and leisure facilities • Support people to live in healthy homes that meet their needs • Supporting the most vulnerable residents through our One Colchester partnership
Provide opportunities for young people	<ul style="list-style-type: none"> • Provide positive opportunities for young people to engage with their local community and do things that interests them, keeps them safe, makes them happy and supports improved mental wellbeing • Support the creation of strong, safe, and friendly communities that care about each other • Work with Essex Police, Colchester Borough Homes, Essex Youth Service and other partners to reduce anti-social behaviour and tackle serious crime • Work alongside our partners to improve cleanliness and community safety in the town centre • Upgrade and extend the CCTV network to reach more places
During 2020/21 we will	<ul style="list-style-type: none"> • Fully support Public Health England's Covid-19 Outbreak Control Plans, specifically deploying Environmental Health Officer resources and working with Community360 to continue Shielding where necessary • Facilitate ABCD sessions and awareness within communities, system leaders and members to discover and connect the assets that exist and are mobilised within neighbourhoods • Coproduce investment proposals and deliver interventions that support our vulnerable residents to be more physically active through the Essex Local Delivery Pilot. • Deliver the new Stanway Community Facility for the benefit of the local community • Work with partners to support victims of domestic violence • Work in partnership with Essex County Council to support vulnerable people to live in homes that promote independence and wellbeing

Delivering homes for people who need them

PRIORITIES	2020–2023 GOALS
Increase the number, quality and types of homes	<ul style="list-style-type: none">• Deliver 30% affordable housing across all our own housing sites• Deliver 380 affordable homes• Improve existing Council homes to keep them in good repair and improve energy efficiency• Build new Council homes for our residents• Ensure all new homes are designed to a high quality across all tenures• Continue to improve and modernise available housing for older people
Prevent households from experiencing homelessness	<ul style="list-style-type: none">• Work with partners to Implement the 2020-23 Homelessness and Rough Sleeping Strategy action plan• Intervene early to prevent homelessness and work in partnership with other organisations to sustain people's accommodation• Tackle rough sleeping in the borough
Create new communities and adopt a new Local Plan that delivers jobs, homes and the infrastructure to meet the borough’s future needs	<ul style="list-style-type: none">• Create a Development Plan Document for Tendring Colchester Borders Garden Community• Establish a Delivery Vehicle and investment package for the next phase of the Tendring Colchester Borders Garden Community• Develop the Colchester Northern Gateway as a sustainable place to live, work and play• Ensure the Council has a good supply of land available for new homes and business• Create great places to live through the provision of new homes with infrastructure and facilities that support sustainable living and promote health and wellbeing
During 2020/21 we will	<ul style="list-style-type: none">• Agree “Phase 2” sites for development by Amphora Homes and undertake feasibility and viability assessments• Adopt section 1 of the Local Plan• Deliver the first mixed tenure housing site built by the Council at Creffield Road• Deliver 100% Council homes at Military Road (8 homes)• Deliver up to 16 new Council homes on the Council's garage sites• Initiate delivery of an extra ‘100 Council Homes’ through an investment project• Accelerate construction to enable recovery from Covid-19

Growing a better economy so everyone benefits

PRIORITIES	2020 – 2023 GOALS
Enable Economic Recovery from Covid-19 ensuring all residents benefit from growth	<ul style="list-style-type: none">• Ensure our borough becomes stronger post Covid-19 by supporting businesses to recover, adapt and build resilience.• Work with partners to facilitate a high skill, high wage, low carbon workforce• Develop opportunities to ensure the new economy is greener, sustainable and more resilient• Work with our partners to enable Colchester town centre to be a more vibrant, resilient and adaptable to future change• Transform the Northern Gateway as a hub for improved wellbeing, physical activity, jobs, housing and renewable energy• Address the inequality of access to Gigabit Broadband in communities• Tackle local skills shortages working with businesses, University of Essex, Colchester Institute and other partners
Work with partners to deliver a shared vision for a vibrant town	<ul style="list-style-type: none">• Agree a Town Deal with partners and the Government to attract significant new investment• Collaborate with the town centre Business Improvement District (BID)• Continue to regenerate Colchester Town Centre using Council assets, aligned private investment, the Town Deal and Town Investment Plan
Create an environment that attracts inward investment to Colchester and help businesses to flourish	<ul style="list-style-type: none">• Ensure our strategy for inclusive economic growth supports the ambitions outlined in the North Essex Growth Strategy, the Local Industrial Strategy and our Town Deal• Ensure a good supply of employment land and premises to attract new businesses and allow existing firms to expand and thrive• Encourage green technologies and innovative solutions to the Climate Emergency• Maximise the Social Value benefits derived from third party contracts• Ensure the Council's assets continue to contribute to economic growth and opportunity
During 2020/21 we will	<ul style="list-style-type: none">• Develop and agree the Council's Economic Recovery plan• Agree the Town Deal bid and Town Investment Plan submission with partners• Deliver the Local Broadband Full Fibre Network project• Work in partnership to support our Business Improvement District• Providing enhanced support to businesses through Covid-19 working with business networks to direct appropriate interventions• Commence "The Walk", and provide the attractive main pedestrian and cycle boulevard through Northern Gateway South• Complete and open Colchester Northern Gateway Sports Park

Celebrating our heritage and culture

PRIORITIES	2020-2023 GOALS
Agree and implement a new Cultural Strategy that supports our cultural assets	<ul style="list-style-type: none">• Work with partners to deliver a collaborative Cultural Vision and Ambitions for the borough• Agree the key milestones and investment necessary to deliver the strategy• Continue to provide sustainable grant funding to support Mercury Theatre, Firstsite and Colchester Arts Centre and help the sector to adapt and recover from the impact of Covid-19• Identify further opportunities to improve the cultural offer for residents and visitors
Strengthen Colchester’s tourism sector and welcome more visitors each year.	<ul style="list-style-type: none">• Promote Colchester’s heritage and visitor attractions to increase visitor numbers and to support jobs• Expand the events programme to encourage more visitors and position Colchester as a destination for major events• Work with partners and The Town Centre Business Improvement District to improve the public realm for residents and visitors• Improve the information available to Visitors through the launch of a new improved Website
Protect, enhance and celebrate Colchester’s unique heritage	<ul style="list-style-type: none">• Bring our history to life through the Heritage Live projects• Enhance and promote our heritage by better revealing our assets by supporting projects and initiatives to increase public awareness and access to their heritage in daily life• Continue to deliver a major exhibition at Colchester Castle bi-annually• Encourage and support the use of our Heritage sites for Community events, activities and theatre
During 2020/21 we will	<ul style="list-style-type: none">• Develop and agree a new Cultural Strategy in collaboration with partners• Complete the Mercury Rising project• Deliver a Major Nero Exhibition at Colchester Castle• Launch a new Visitor Website• Work to deliver a scheme redevelopment for Vineyard Gate car park to showcase the Town Wall and provide a welcoming arrival point for visitors to the historic town with interpretation and on-site presentation of surviving archaeology and heritage assets• Seek grant funding and implement schemes to enhance Balkerne Square and St Nicholas Square as new public spaces to showcase the adjacent assets.

New Strategic Priorities – Policy and Research - September Cabinet

The development of these priorities and the Strategic Plan is informed by a range of relevant information, data, surveys or consultations including: [Census data](#), [ONS data](#), [Essex Open Data](#), [Public Health Profiles](#), [indices of deprivation](#), [Colchester Joint Strategic Needs Assessment](#) and [Mosaic profiling](#).

This longer-term view is important in ensuring that the Strategic Plan takes due account of future needs such as population growth and diversity. Analysis is carried out by the Council's Research and Change Team, and officers also keep abreast of policy developments at national/central government level.

We have also used the wide range of research and statistics available on the Council's website [here](#), which include [key statistics for Colchester](#) and the [Authority Monitoring Report 2019](#) and the results of consultations which we have held on various subjects [here](#), and consultations on planning/the Local Plan [here](#). Recent research and consultation work was considered at August's [Policy Panel](#), and at [Scrutiny Panel](#) in respect of how it helps to inform the Council's recovery plan.

As priorities are developed, so the objectives and outcomes will be shared and views sought, from potential partners, key stakeholders, councillors and the public. To deliver these shared priorities, the contribution of local stakeholders and other agencies will be particularly important where the Council must work with others and where their help and contributions may be sought.

Residents' views

These priorities are also underpinned by what residents told us during the development of the current and previous Strategic Plans:

- *"Colchester is a welcoming place and should continue to be so.*
- *They are positive about Colchester as a town and borough and see it a good place to live.*
- *They are proud of the long and prominent history of the town.*
- *They like the countryside surrounding Colchester, especially those with young children.*
- *They like the borough's open spaces, particularly Castle Park and the events and activities that are held there.*
- *They believe being slightly further out of London helps Colchester maintain more of a rural image, yet still being connected to the heart of Essex and London.*
- *They understand the importance of 'growth' for the town and borough; but want infrastructure to keep pace with Colchester's growth.*
- *They want the Council to play its part to maximise the availability of affordable housing.*
- *They want to maximise the availability of jobs and opportunities, especially younger people.*
- *They want the Council to support the most vulnerable in society, and to help reduce homelessness.*
- *They want the town centre to be more accessible and appealing; and recognise the Council cannot work on its own in dealing with the town centre challenges.*
- *They think the Council has an important role in facilitating healthier lives as part of the infrastructure improvements as the town grows.*
- *They are concerned about anti-social behaviour, particularly those living in urban areas.*
- *They are positive about the Council's recycling services".* [Strategic Plan 2018-21](#)

"We need to make more of our heritage; There need to be more opportunities for business; Transport and retail need to be improved; Growth needs to be managed and housing needs to be affordable; We need to be ambitious for the whole borough". [Strategic Plan 2015-18](#)

Policy, research and consultation work is key to ensuring that the priorities remain relevant and take account of changing needs and issues locally, as well as the changing legislative, financial and policy context for local government. Illustrative examples by theme are shown on the following pages, after a section which has been added in the light of Covid-19 since the initial report to Cabinet in March 2020 .

A brief overview of some key national impacts since March 2020's Cabinet report on issues which underpin relevant research and policy developments

Covid-19

March 2020 saw the publication of the UK government's [coronavirus action plan](#) and the [Coronavirus Act](#), which is in force for a maximum of two years, with [two-monthly reports](#) as updates on which powers are currently active. To quote the July update, "The COVID-19 outbreak has resulted in one of the largest ever shocks to the UK economy and public finances. The impact of the virus and the measures that have had to be put in place have been far reaching, affecting people's jobs, livelihoods and wellbeing". Tackling Covid-19 has also drawn heavily on available resources, both at national and local level.

Examples of new legislation or developments aimed at responding to and/or mitigating the impact which are pertinent to the Strategic Plan 2020-23 include:

- The [£40 million green recovery fund](#) which opens in September "to fund shovel-ready projects to restore nature and tackle climate change".
- [Planning for the future](#) – this White Paper "proposes reforms of the planning system to streamline and modernise the planning process, bring a new focus to design and sustainability, improve the system of developer contributions to infrastructure, and ensure more land is available for development where it is needed". A new infrastructure levy would replace both s106 agreements and the Community Infrastructure Levy.
- [Changes to the current planning system](#) – this consultation runs to 1 October. Its housing focus includes "temporarily lifting the small sites threshold below which developers do not need to contribute to affordable housing". Recent research includes [the use of developer contributions](#).
- The [Business and Planning Act 2020](#) contains a range of temporary and urgent measures intended to support the economy to recover.
- [A Plan for Jobs 2020](#) looks to support jobs, give businesses the confidence to retain/hire, and provide people with the tools to get better jobs.

There have also been 'new territory' societal changes due to Covid-19 which are still developing, such as:

- [Shift to homeworking](#) - British Chambers of Commerce research suggests 62% of employers expect their staff to remain working remotely for the foreseeable future, saying some or all workers will be working from home for the next 12 months.
- Financial impact on [individuals and businesses](#) – short, medium and long term - including once current initiatives eg furlough/grants/protections cease
- Employment - [One in three UK firms 'expect to make redundancies'](#) (Chartered Institute of Personnel and Development/ recruiter Adecco)
- [Walking and cycling](#) - £2 billion funding to create "a new era and to boost greener, active transport"
- [Impact on public transport](#) following public health and social distancing measures, including increase in private car use eg for commuting
- Vulnerable groups and disproportionate impact - [shielding](#) analysis and [research into long-term health impacts of Covid-19](#)
- Greater reliance on online solutions – including the [availability of internet access](#) and [good quality broadband](#)

Existing relevant draft legislation eg environment and waste reduction

Some examples of related items already underway but needing Parliamentary time and resources which have been focused on Covid-19 recovery include:

- [The Environment Bill](#), which has started its passage through the Houses of Parliament, introduces legislation to improve the natural environment, environmental protection, waste and resource efficiency, air quality, nature and biodiversity.
- The [Circular Economy Package](#) sets a target to recycle 65% of municipal waste by 2035 and to have no more than 10% municipal waste going to landfill by 2035. The plan builds on the Government's [Resources and Waste Strategy](#) and restricts the materials which can be landfilled or incinerated. landfill.

Transition

[The UK Transition](#) after Brexit (EU Exit) comes to an end this year, with new rules from January 2021. It is another key 'known unknown' external factor to keep under consideration within the horizon of the Strategic Plan 2020-23.

Theme/priority	2020-2023 goals	Research	Policy
Tackling the climate challenge and leading sustainability			
Respond to the Climate Emergency	<ul style="list-style-type: none"> • Reduce carbon emissions to help achieve a net zero Carbon footprint for Council Services by 2030 • Environment and sustainability embedded within all Council decision making and the adaptation and recovery from Covid-19 • Air quality across Colchester is improved 	<ul style="list-style-type: none"> • Clean air for Colchester survey • Air quality survey • Petrol and diesel car ban brought forward to 2035 • Air quality: Assessing progress towards WHO guideline levels of PM2.5 in the UK 	<ul style="list-style-type: none"> • Climate Emergency Action Plan. • Colchester Air Quality Action plan • Environmental Sustainability strategy • Carbon Management Plan 2016-2020 • Infrastructure evidence base for Local Plan • Greater Essex Growth and Infrastructure Framework • Minerals and waste planning policy (ECC) • CBC-commissioned energy market study for businesses • North Essex Energy Group established • Respecting our Past, Embracing our Future: - Strategy for Rural Essex, Essex Rural Partnership. <p>National</p> <ul style="list-style-type: none"> • Environment Bill -introduced to Parliament January 2020 • Strategic environmental assessment and sustainability appraisal • Clean Air Strategy 2019 • Clean growth strategy • A Green Future: Our 25 Year Plan to Improve the Environment • Objectively Assessed Housing Need Study 2016-2037 • Environment Agency, Forestry Commission, and Natural England outline a shared vision to use nature-based solutions to tackle the climate emergency. • Committee on Climate Change (CCC)- (at govt's request) • Land use: Policies for a Net Zero UK -CCC trees, carbon, waste • Towards an active nation – Sport England strategy
Conserve and enhance biodiversity	<ul style="list-style-type: none"> • Minimise the environmental impact of our activities • Enhance environments to create more space for nature to grow and thrive through natural seeding • Discover, nurture and enable the work led by communities that promotes biodiversity 		<ul style="list-style-type: none"> • Infrastructure evidence base for Local Plan • Greater Essex Growth and Infrastructure Framework • Colchester Woodland Project • Use of Glyphosate herbicides to stop • Waste Vision and Strategy • Minerals and waste planning policy (ECC) <p>National</p> <ul style="list-style-type: none"> • Environment Bill -introduced to Parliament January 2020 • Key issues in implementing policy to protect and enhance the natural environment, including local requirements

	<ul style="list-style-type: none"> • Plant native species and manage our woodlands, meadows and greenspace whilst sustaining existing habitats • Work alongside communities to maintain clean, green neighbourhoods and urban spaces that we all look after and enjoy • Continue to support residents to reduce, reuse and recycle their waste • Improve our waste and recycling services and protect employee health and wellbeing 		<ul style="list-style-type: none"> • Natural capital assets check - Essex as case study - UK National Ecosystem Assessment (pollinators/weed killers) • Improving our management of water in the environment - DEFRA • Strategic environmental assessment and sustainability appraisal • RSPB - conservation and sustainability strategy • Areas of outstanding natural beauty (AONBs): designation and management – Natural England • Living Landscapes – the Wildlife Trusts • Land use: Policies for a Net Zero UK -CCC report • Government sets out plans to overhaul waste system • National Waste Strategy • Land use: Policies for a Net Zero UK -food waste.
Enable more opportunity for walking and cycling around Colchester	<ul style="list-style-type: none"> • Work with partners to implement strategies and develop measures to reduce traffic in the town centre • Improve facilities and routes for cyclists and walkers to enable active travel behaviours, healthier lifestyles and reduce car use • Ensure major regeneration projects put physical activity, cycling and walking at the forefront of development 	<ul style="list-style-type: none"> • Travel to work survey • Indices of Multiple Deprivation (IMD) - Health Domain • Walking for Health - NHS • National drive to encourage 60 mins daily physical activity £2.4m for year-round sports activities 	<ul style="list-style-type: none"> • DEFRA Air Quality Project • Colchester Borough Cycling Action Plan • Essex Cycling Strategy • Essex Walking strategy • Infrastructure evidence base for Local Plan • Colchester travel to work patterns - where and how people travel to work • Colchester Local Plan Traffic Modelling Technical Report • Sustainable Solutions Connectivity North Essex Garden Communities Movement and Access Study • Local Transport Plan • Greater Essex Growth and Infrastructure Framework • Objectively Assessed Housing Need Study 2016-2037 • Colchester Ambassadors <p>National</p> <ul style="list-style-type: none"> • Air quality: Assessing progress towards WHO guideline levels of PM2.5 in the UK (central govt) • Reducing transport emissions - govt's Road to Zero strategy - developing, manufacturing and using zero emission road vehicles • Towards an active nation – Sport England strategy

Creating safe, healthy and active communities			
Building on community strengths and assets	<ul style="list-style-type: none"> • Take an Asset Based Community Development (ABCD) Approach and work alongside communities to build a borough where people are more empowered, self-sufficient, healthy, active, happy and doing what they enjoy • Encourage belonging, involvement and responsibility in all Colchester's communities and neighbourhoods • Work with our partners to make volunteering and community involvement as easy as possible • Maximise developer contributions (such as Section 106) and other funding mechanisms to help fund community infrastructure 	IMD	<ul style="list-style-type: none"> • Greater Essex Growth and Infrastructure Framework – see pages 148-151 re S106, CIL and funding • Youth Service (ECC) • Stanway community facilities survey – example of S106 work to deliver community benefit • Respecting our Past, Embracing our Future: rural • £25m Safer Streets plan tackles crime hotspots • Essex Police Rural Crime Strategy, National • Government announces £8m for vibrant new communities • Towards an active nation – Sport England strategy
Tackle the causes of inequality and support our most vulnerable people	<ul style="list-style-type: none"> • Work alongside Public Health to take steps that mitigate Covid-19 infection risks and control outbreaks across the population • Support residents to do the things they enjoy doing to stay healthy, happy and physically active • Enable access and involvement in community green space, countryside sites, sport, and leisure facilities • Support people to live in healthy homes that meet their needs • Supporting the most vulnerable residents through our One Colchester partnership 	<ul style="list-style-type: none"> • Colchester Profile; Public Health England • IMD - (health deprivation) • Institute of Social and Economic Research (ISER) - University of Essex research into health inequalities 	<ul style="list-style-type: none"> • East Suffolk and North Essex health strategy 2019-24 - NHS • Give councils powers to tackle indoor air pollution, urge medical bodies • Greater Essex Growth and Infrastructure Framework • Playing Pitch Strategy and Action Plan 2015-2025 • Indoor Sports Facilities Strategy and Action Plan 2015 -2037 • Respecting our Past, Embracing our Future: rural National • Towards an active nation – Sport England strategy • Health matters: physical activity – Public Health England
Provide opportunities for young people	<ul style="list-style-type: none"> • Provide positive opportunities for young people to engage with their local community and do things that interests them, keeps them safe, makes them 	IMD (Employment Domain) Employment in the UK (ONS)	<ul style="list-style-type: none"> • South Wing STEM Centre at the Colchester Institute's Colchester Campus (will enable hundreds more adults and young people to prepare for careers in construction, science and engineering. • Greater Essex Growth and Infrastructure Framework • University of Essex - named as University Enterprise Zone

	<p>happy and supports improved mental wellbeing</p> <ul style="list-style-type: none"> • Support the creation of strong, safe, and friendly communities that care about each other • Work with Essex Police, Colchester Borough Homes, Essex Youth Service and other partners to reduce anti-social behaviour and tackle serious crime • Work alongside our partners to improve cleanliness and community safety in the town centre • Upgrade and extend the CCTV network to reach more places 		<ul style="list-style-type: none"> • Youth service (ECC) • Respecting our Past, Embracing our Future: rural • Colchester Ambassadors • Community360 - volunteering opportunities <p>National</p> <ul style="list-style-type: none"> • Towards an active nation – Sport England strategy
Delivering homes for people who need them			
Increase the number, quality and types of homes	<ul style="list-style-type: none"> • Deliver 30% affordable housing across all our own housing sites • Deliver 380 affordable homes • Improve existing Council homes to keep them in good repair and improve energy efficiency • Build new Council homes for our residents • Ensure all new homes are designed to a high quality across all tenures • Continue to improve and modernise available housing for older people 	IMD (barriers to housing and services deprivation and living environment deprivation)	<ul style="list-style-type: none"> • Authority Monitoring Report 2019 – homes • Greater Essex Growth and Infrastructure Framework • Evidence Base - Emerging Local Plan 2017-2033 • Evidence Base - Adopted Local Plan 2004-2020 • Colchester Infrastructure Delivery Plan • Objectively Assessed Housing Need Study 2016-2037 • North Essex Economic Strategy developed through a partnership of Braintree District, Colchester Borough, Essex County, Tendring District and Uttlesford District Councils (Cabinet Nov 2019) • Colchester Rapid Transit - Strategic Outline Business Case • Community Infrastructure Levy - review of evidence base • Sustainable Solutions Connectivity North Essex Garden Communities Movement and Access Study • Garden Community plans could support more than 21,000 jobs by 2050 - Centre for Economic and Business Research (CEBR) • Research commissioned by CBC with North East Essex Health and Well Being Alliance examined the role community assets play in enabling wellbeing and is being used to inform the Community Cell activity, with partners such as One Colchester Strategic Partnership and the NEE HWB Alliance.

<p>Prevent households from experiencing homelessness</p>	<ul style="list-style-type: none"> • Work with partners to implement the 2020-23 Housing and Homelessness Strategy action plan • Intervene early to prevent homelessness and work in partnership with other organisations to sustain people's accommodation • Tackle rough sleeping in the borough 	<ul style="list-style-type: none"> • (IMD – Income Domain, Barriers to Housing and Services Domain) • Homelessness Statistics 	<ul style="list-style-type: none"> • Housing Asset Management Strategy • East Suffolk and North Essex health strategy 2019-24 • Respecting our Past, Embracing our Future: -rural National • Jobcentres to receive new £3m fund to support homeless people • Funding for 83 Councils to tackle homelessness • Rough Sleeper Initiative - MHCLG funding
<p>Create new communities and adopt a new Local Plan that delivers jobs, homes and the infrastructure to meet the borough's future needs</p>	<ul style="list-style-type: none"> • Create a Development Plan Document for Tendring Colchester Borders Garden Community • Establish a Delivery Vehicle and investment package for the next phase of the Tendring Colchester Borders Garden Community • Develop the Colchester Northern Gateway as a sustainable place to live, work and play • Ensure the Council has a good supply of land available for new homes and business • Create great places to live through the provision of new homes with infrastructure and facilities that support sustainable living and promote health and wellbeing 		<ul style="list-style-type: none"> • Greater Essex Growth and Infrastructure Framework • Infrastructure evidence base for Local Plan • Evidence Base - Emerging Local Plan 2017-2033 • Government announces £8m for vibrant new communities • Respecting our Past, Embracing our Future: rural • Authority Monitoring Report 2019 – CBC's planning policy objectives + indicators for the Local Plan's thematic areas of transport and accessibility; environment and rural communities; and energy, resources, waste water and recycling + statistics on population, homes, economy, employment and environment. • Greater Essex Growth and Infrastructure Framework • Evidence Base - Emerging Local Plan 2017-2033 • Colchester Infrastructure Delivery Plan • Objectively Assessed Housing Need Study 2016-2037 • North Essex Economic Strategy -Braintree, Colchester, Essex, Tendring and Uttlesford councils (Cabinet Nov 2019) • Colchester Rapid Transit - Strategic Outline Business Case • Community Infrastructure Levy - review of evidence base • Sustainable Solutions Connectivity North Essex Garden Communities Movement and Access Study • Garden Community plans could support more than 21,000 jobs by 2050 - Centre for Economic and Business Research (CEBR)

Growing a fair economy so everyone benefits			
Enable Economic Recovery from Covid-19 ensuring all residents benefit from growth	<ul style="list-style-type: none"> • Ensure our borough becomes stronger post Covid-19 by supporting businesses to recover, adapt and build resilience. • Work with partners to facilitate a high skill, high wage, low carbon workforce • Develop opportunities to ensure the new economy is greener, sustainable and more resilient • Work with our partners to enable Colchester town centre to be a more vibrant, resilient and adaptable to future change • Transform the Northern Gateway as a hub for improved wellbeing, physical activity, jobs, housing and renewable energy • Address the inequality of access to Gigabit Broadband in communities • Tackle local skills shortages working with businesses, University of Essex, Colchester Institute and other partners 	IMD	<ul style="list-style-type: none"> • CBC's Recovery plan is intelligence and insight driven Scrutiny 4.6 • Covid-19 Colchester Business Survey response • Greater Essex Growth and Infrastructure Framework • North Essex Economic Strategy --(Cabinet Nov 2019) • Playing Pitch Strategy and Action Plan 2015-2025 • Indoor Sports Facilities Strategy and Action Plan 2015 -2037 • Objectively Assessed Housing Need Study 2016-2037 • University of Essex - named as University Enterprise Zone • Colchester Ambassadors <p>National</p> <ul style="list-style-type: none"> • Towards an active nation – Sport England strategy
Work with partners to deliver a shared vision for a vibrant town	<ul style="list-style-type: none"> • Agree a Town Deal with partners and the Government to attract significant new investment • Collaborate with the town centre Business Improvement District (BID) • Continue with regenerate Colchester town centre using Council assets, aligned with the Town Deal and Investment Plan 		<ul style="list-style-type: none"> • Colchester BID • Colchester Ambassadors • Showcasing Colchester's creative sector • CBC's Asset Management Strategy (2016-2021) • Digital Strategy 2017-22 • 'We are Colchester' - partnership launched in response to the Towns Fund and tasked with shaping the Colchester Town Deal • 'We Are Colchester' board - unlocking our economic potential <p>National</p> <ul style="list-style-type: none"> • Towns Fund Prospectus

<p>Create an environment that attracts inward investment to Colchester and helps businesses to flourish</p>	<ul style="list-style-type: none"> • Ensure our strategy for inclusive economic growth supports the ambitions outlined in the North Essex Growth Strategy, the Local Industrial Strategy and our Town Deal • Ensure a good supply of employment land and premises to attract new businesses and allow existing firms to expand and thrive • Encourage green technologies and innovative solutions to the Climate Emergency • Maximise the Social Value benefits derived from third party contracts • Ensure the Council's assets continue to contribute to economic growth and opportunity 	<ul style="list-style-type: none"> • (IMD – Employment Domain) • UK Business; Activity, size and location (ONS) 	<ul style="list-style-type: none"> • Colchester Economic Development Strategy 2015-2021 • Colchester - Ultra Ready for business • Colchester Ambassadors • North Essex Economic Strategy -Braintree, Colchester, Essex, Tendring and Uttlesford councils (Cabinet Nov 2019) • Greater Essex Growth and Infrastructure Framework • Colchester Fibre roll-out • Digital Strategy 2017-2022 • Colchester Ultra Ready • Colchester BID (Our Colchester) • Emerging Local Plan • Authority Monitoring Report 2019 • Evidence Base - Emerging Local Plan 2017-2033 • Objectively Assessed Housing Need Study 2016-2037 • University of Essex - named as University Enterprise Zone • CBC-commissioned energy market study for businesses • Garden Community plans could support more than 21,000 jobs by 2050 - Centre for Economic and Business Research (CEBR) • Respecting our Past, Embracing our Future: rural • Asset Management Strategy (2016-2021) - CBC • Haven Gateway Partnership • Showcasing Colchester's creative sector <p>National</p> <ul style="list-style-type: none"> • UK Industrial Strategy • National Planning Policy Framework • Stronger Towns Fund • Social Value Act: information and resources •
<p>Celebrating our heritage and culture</p>			
<p>Agree and implement a new Cultural Strategy that supports our cultural assets</p>	<ul style="list-style-type: none"> • Work with partners to deliver a collaborative Cultural Vision and Ambitions for the borough • Agree the key milestones and investment necessary to deliver the strategy 		<ul style="list-style-type: none"> • Greater Essex Growth and Infrastructure Framework • Respecting our Past, Embracing our Future: rural • Arts Council - strategy 2020-2030 • Mercury Theatre Expansion and Improvement • Respecting our Past, Embracing our Future: rural <p>National</p> <ul style="list-style-type: none"> • Arts Council - strategy 2020-2030

	<ul style="list-style-type: none"> • Provide sustainable grant funding to support Mercury Theatre, Firstsite and Colchester Arts Centre and help the sector to adapt and recover from the impact of Covid-19 • Identify further opportunities to improve the cultural offer for residents and visitors 		
Strengthen Colchester's tourism sector and welcome more visitors each year	<ul style="list-style-type: none"> • Promote Colchester's heritage and visitor attractions to increase visitor numbers and to support jobs • Expand the events programme to encourage more visitors and position Colchester as a destination for major events • Work with partners and the Town Centre Business Improvement District to improve the public realm for residents and visitors • Improve the information available to visitors through the launch of a new improved website 		<ul style="list-style-type: none"> • Greater Essex Growth and Infrastructure Framework • Economic impact of tourism 2018 • Respecting our Past, Embracing our Future: rural National • Arts Council - strategy 2020-2030 • Visit Britain • Department for Education
Protect, enhance and celebrate Colchester's unique heritage	<ul style="list-style-type: none"> • Bring our history to life through the Heritage Live project • Enhance and promote our heritage by better revealing our assets by supporting projects and initiatives to increase public awareness and access to their heritage in daily life • Continue to deliver a major exhibition at Colchester Castle bi-annually • Encourage and support the use of our heritage sites for community events, activities and theatre 		<ul style="list-style-type: none"> • Greater Essex Growth and Infrastructure Framework • Respecting our Past, Embracing our Future: Strategy for Rural Essex, Essex Rural Partnership National • Arts Council - strategy 2020-2030 • National Lottery Heritage Fund • Department for Digital, Culture, Media and Sport