Our Colchester 2018 – 2021 Strategic Plan Action Plan (SPAP) Year One Half Year Report



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

- G1 Help make sure Colchester is a welcoming place for all residents and visitors.
- G2 Ensure residents benefit from Colchester's economic Growth with skills, jobs and improving infrastructure.
- G3 Promote inward investment to the borough.
- G4 Develop jobs, homes, infrastructure and communities to meet the borough's future needs by creating new Garden Communities.
- G5 Work with partners to create a shared vision for a vibrant town centre.

G1 Help make sure Colchester is a welcoming place for all residents and visitors.	
Action	Achievements
Maintain and Promote Colchester's visitor attractions.	 Business and Annual Marketing Plans are in place for Leisure World and Aqua Springs Castle Park Management Plan 2018-2020 agreed and in place High Woods Management Plan 2017-2020 agreed and in place Marketing / development plans agreed and in place for Colchester Museums and Parks. Introduction of new Resident Pass and promotion in place. 2,464 Passes sold to 3,508 local residents in the first six months Partnership working with Visit Colchester and Visit Essex and Greater Anglia
Promote Colchester tourism offer.	Marketing plan in place to capitalise on the success of the tourism campaign.

	 The SKY Adsmart TV ad has received largely positive feedback, it has achieved its target number of views (459,613), and to date has achieved a further 123,000 views across social media. Visit Colchester Website had its highest number of hits ever in August.
Develop and implement a business plan for Council owned car parks to ensure they provide an adequate provision of spaces in a welcoming environment at a competitive price.	Project Group established looking at issues such as: car park provision, economic prosperity, customer perception and car parking promotion.
Deliver new and improved Mercury Theatre.	The project is progressing well with a number of funding streams secured including nearly £1m from ERDF. Arts Council funding should be secured shortly. Demolition has begun, and an archaeological survey will follow to allow the main build to commence in the early in 2019. Project on track and budget at this point.
G2 Ensure residents benefit from Colc	hester's economic Growth with skills, jobs and improving infrastructure.
Action	Achievements
Deliver the Fixing the Link and North Bridge Conservation Enhancement Area (NBCEA) and other Station Travel Plan projects to encourage more people to	Fixing the Link 2 designs approved, and funding opportunities being progressed. Plans for NBCEA 'lite' progressing and initial approach made to local group who could partner us with this project.
walk from the station to the town centre.	Work progressing with Greater Anglia on the Station Travel Plan and work to improve access to Colchester Station for sustainable modes.
Delivery of Northern Gateway project (Turnstone), United Way and Sports	Approval of planning consent for CNG Sports Hub has been achieved. Main contract works will start on site Jan 19. Master planning is underway for CNG South with an outline planning application scheduled for submission December 18.

(North of A12) to extend Colchester's offer and sense of arrival.	Turnstone scheme now has planning consent work ongoing to refine scheme detail.
Support Skills Development across Colchester wherever opportunities present themselves within Council Services.	 Delivery of the Heritage Lottery Funded 2018-2022 Skills for the Future programme at the museum service Museum Trainee assessment days held on 10 and 11 Sept Offering placements to veterans through Project Nova and Walking with the Wounded, and placements for wounded.
G3 Promote inward investment to the	borough.
Action	Achievements
Ensure there is a supply of employment land and premises to attract new business and allow existing firms to expand and thrive.	Permission granted in August 2018 for Stane Park (Phase 2) - commercial development expected to deliver 400 jobs.
Produce an updated Economic Strategy for the Borough.	Initial work underway. Intern starting in October who will review best practice and relationship to other evidence base documents and Council strategies.
G4 Develop jobs, homes, infrastructur Garden Communities.	e and communities to meet the borough's future needs by creating new
Action	Achievements
Adoption of a new Local Plan and Development Plan Documents for Garden Communities.	Local Plan Committee agreed to proceed with Local Plan at meeting on 13 September. Updated evidence base and new sustainability work will be submitted to the Inspector following approval and consultation next year.
	Revised Local Development Scheme to be prepared for Local Plan Committee in November.

Progress and develop options to inform future delivery of Rapid Transit.	Further work on Rapid Transit being undertaken and expected to report later this year.
	Revised Local Development Scheme to be prepared for Local Plan Committee in November which will identify milestones.
Empowering communities by enabling initiatives (use of section 106), community facilities and open space.	 The Community Enabling team to continue to work with local communities across the borough to initiate community facility projects using S106 funds. Communities are working with Amphora to deliver the facility for the Stanway development which includes a consultation with residents. Parks Officers working with the local community and Ward Cllrs to provide new outdoor gym equipment at Mile End Sports Ground and playground equipment at Longridge Open Space.
G5 Work with partners to create a shar	ed vision for a vibrant town centre.
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mixed-use development to complement the town wall.	development and site acquisitions ongoing to support site assembly. Planning working with Amphora to support the project design process.
Improvements to Town Centre during the day.	As part of # Better Colchester, there has been the introduction of Town Centre Action Plan and Monday morning partnership meetings – a partnership approach to tackle issues such as aggressive begging, anti-social behaviour, street drinking and drug use/supply affecting the Town Centre. Over £300k of additional resources agreed and implemented for town centre cleanliness activities including overnight cleaning. Overnight pavement deep cleaning and chewing gum removal completed in the following locations, High Street, Head Street, St Johns Street, Osborne Street, St Botolph's Street, Queen Street Team 10 initiative underway with additional PCSO resources agreed. BID support provided and voted YES new advisory board set up and manager recruitment underway. Focussed enforcement underway.

Responsibility – Encouraging everyone to contribute to making our borough even better:

- R1 Promote responsible citizenship by encouraging residents to get involved in their communities and to identify solutions to local issues.
- R2 Encourage re-use and recycling to reduce waste to landfill.
- R3 Educate those residents who behave anti-socially about the impact of their behaviour.
- R4 Increase the supply of good quality homes by using legal powers to reduce the number of empty homes and improve standards in the private rented sector.
- R5 Create new routes for walking or cycling and work with partners to make the borough more pedestrian- friendly.

Action	Achievemente
Action	Achievements

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

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

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

Identify and support the skills, knowledge, connections and capacity within communities to make them more resilient and to reduce inequalities. A range of initiatives have taken place. These range from small neighbourhood activities to improve the local environment, through to health and wellbeing projects. For Example

- Dementia Awareness events for residents highlighting the statistics and support services available.
- We have several residents that have expressed an interest in becoming one of our Tree Wardens. We are currently liaising with the Tree Council to finalise a launch date for the scheme.
- Litter warriors supporting and providing a link to residents and community groups including linking into national campaigns like the Great British Spring Clean in April 18.
- Startwell initiatives (see W4)

Supporting vulnerable residents or those with complex needs.

The Customer Support Team has received funding from the DWP to deliver employment and support services to those furthest from the labour market.

In addition, we have been commissioned by the DWP to support residents claiming Universal Credit.

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

Action	Achievements
Continue to promote waste minimisation, reduction and recycling to our residents.	Plastic collections for flats have been introduced. In the first phase of implementation, 6,866 residents, 63% of flat residents in the borough, will benefit from these facilities and be able to recycle their plastics at home. Work continues with management companies to implement in their properties.

R3 Educate those residents who behave anti-socially about the impact of their behaviour.	
Action	Achievements
Encourage behaviour change to reduce ASB, including nuisance behaviour and noise.	 Introduction of Town Centre Action Plan and Monday morning Partnership meetings – As G5 Public Space Protection Order Consultation at Mill Road, with good communications and press coverage. Litter warriors as R1
Deliver a robust enforcement approach across the borough.	 Robust enforcement in licensing delivering compliant premises (zero licencing reviews) in reduced issues/complaints. Successful health and safety prosecutions which will benefit the wider public. Enforcement with increased Zone Warden Patrols in areas which have experienced dog fouling issues. Mill Road Sports Ground Enforcement with Fixed Penalty Notices being issued for breaches of the Public Space Protection Order including failing to pick up after dog fouling and dog not on lead. Night time enforcement in the town centre taking place in October.
R4 Increase the supply of good quality improve standards in the private rented	homes by using legal powers to reduce the number of empty homes and disector.
Action	Achievements
Maximise the opportunities available through Eco-flex and Warm Homes funding to improve energy efficiency of homes in Colchester, out lined in the	Eco-flex statement of intent signed, agreed and launched on CBC website. Available to private sector households, including owner occupiers and private tenants. Warm Homes project continues to offer emergency heaters scheme which has been utilised by several local residents.

Home Ener	gy Conservation Act (HECA)	۹)
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R5 Create new routes for walking or cycling and work with partners to make the borough more pedestrian-friendly.

Action	Achievements
Maximise all opportunities, including through S106, to deliver enhanced cycling and walking routes and infrastructure.	 Colchester Orbital included as an allocation in the emerging Local Plan with commitment to link to new development wherever possible. Presentation to Local Plan Committee in November. Development Team and the Sustainable Transport Team including the Colchester Travel Plan Club continue to deliver solutions that promote sustainable transport solutions through major development proposals and S106 contributions.
Work with partners to promote sustainable travel behaviour change, healthier lifestyles and reduce car dependency, by increasing the take up and commitment to workplace Travel Plans and through Beat the Street legacy work.	 Ongoing work with partners to promote sustainable travel including: Three new members of the Colchester Travel Plan Club (Cygnet Hospital, The Oaks Hospital and Colchester Borough Homes). Working with new members to roll out travel plan, carry out surveys and offer public transport discounts; Increased engagement with Colchester Institute with focus on student travel; Support provided to Colchester Hospital to help staff explore alternative modes as new parking management system being rolled out; Promotion events at University of Essex including led rides for students which has helped encourage travel behaviour change.

Opportunity – Promoting and improving Colchester and its environment:

- O1 Promote Colchester's heritage and visitor attractions to increase visitor numbers and to support job creation.
- O2 Encourage green technologies through initiatives such as SMART Cities.
- O3 Help business to flourish by supporting infrastructure for start-up businesses and facilitating a Business Improvement District.
- O4 Ensure a good supply of land available for new homes through our Local Plan.
- O5 Promote initiatives to help residents live healthier lives.

O1 Promote Colchester's heritage and	visitor attractions to increase visitor numbers and to support job creation.
Action	Achievements
Heritage Explorer Trails for walkers and cyclists across the Borough.	Initial work underway to produce a heritage trail which will promote the borough's historic sites and encourage healthy lifestyles. Phase 1 in progress to produce circular walking routes in the town centre.
Manage, promote and maximise the opportunities of our heritage attractions.	 Marketing / development plans in place for Colchester Museums and Parks. Introduction of new Resident Pass and promotion in place. Partnership working with Visit Colchester and Visit Essex and Greater Anglia 6,827 people visited the 36 venues that took part in Heritage Open Days in Colchester this year, including 2212 visitors to the Castle on 8 Sept. Draft Town Wall Management Plan circulated to key stakeholders for comment.
O2 Encourage green technologies thro	ough initiatives such as SMART Cities.
Action	Achievements
Introduce electric vehicle charging points to CBC owned car parks, encourage their introduction across Colchester and encourage electric	New charging point in Priory Street being investigated.
vehicle use.	Framework and options for procurement identified – currently awaiting connection of three-phase electricity supply.
O3 Help business to flourish by suppo Improvement District.	rting infrastructure for start-up businesses and facilitating a Business
Action	Achievements

Manage, Promote and maximise the opportunity of our Charter Market and Street Trading.	Christmas Market Special Event has been viewed over 600,000 times via Facebook event page, with 24,000 confirmed interested in the event (10 times the exposure and interest of last year's event). Five Street Food Vendors Received Golden Oyster Award at Food & Drink Festival in June. Evening Markets to be considered.
Trial closure of High Street at night time and weekends.	Pedestrianisation was agreed by Cabinet on 11 July as a priority for the Public Policy Initiatives Panel (PPIP) to investigate. The NTE are aware of this potential and welcome the opportunity.
Deliver grow on space for Creative Business at former Queen Street Bus Station.	Funding bid is being submitted for this scheme. Design works, costings and feasibility report now complete. Initial design comments provided by Planning to emerging proposals.
O4 Ensure a good supply of land availa	able for new homes through our Local Plan.
Action	Achievements
Ensure the Council has an adequate	Achievements The Local Plan has now reached the examination stage and is progressing.
Ensure the Council has an adequate supply of land available to meet the	The Local Plan has now reached the examination stage and is progressing. An updated Housing Land Availability Assessment was published in July 2018 which showed there was a 5-year supply of land.
Ensure the Council has an adequate supply of land available to meet the housing need within the Borough.	The Local Plan has now reached the examination stage and is progressing. An updated Housing Land Availability Assessment was published in July 2018 which showed there was a 5-year supply of land.

Work with Bus operators to implement emission reduction technology to busses operating in Colchester.	
Engagement through the Livewell campaign - communities, families and individuals provided with information and signposting about all that is on offer to improve health and wellbeing in the region.	Livewell branding guidelines are being developed in partnership with Local Authority's across Essex. Communication templates developed to promote CBC interventions and services that contribute to improved wellbeing. Website content and social media promotes activity happening in Colchester including complimentary campaigns such as #Colchesterforfree and #BetterColchester.
Implement changes to internal processes and report templates to embed considerations (and data) about health and wellbeing into decision making.	'Health in all policies' approach introduced, report templates include a requirement to consider health & wellbeing. Equality Impact Assessments also now prompt the consideration of impact on health and wellbeing.

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

- W1 Encourage belonging, involvement and responsibility in all the borough's communities.
- W2 Work with Essex Police and partners in the Safer Colchester Partnership to make Colchester an even safer place.
- W3 Create new social housing by building Council homes and supporting Registered Providers.
- W4 Target support to the most disadvantaged residents and communities.
- W5 Help residents adopt healthier lifestyles by enabling the provision of excellent leisure facilities and beautiful green spaces.

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

Work with partners to undertake a new Joint Strategic Needs Assessment for Colchester.	Joint health & wellbeing priorities have been established through the NEE Health & Wellbeing Alliance. Work is ongoing to ensure priorities reflect need locally and tackle the challenges set out in Colchester's published health profiles.
Enable communities to identify priorities and find solutions. Encourage belonging, involvement and	Community Services attend regular meetings with Essex Integration and other organisations supporting migrant families in Colchester who continue to support the Syrian Resettlement Programme
responsibility in all the borough's communities. Promote responsible citizenship by	We have worked with ECC and Home Office colleagues to support migrant families with housing, local community integration, attending driving lessons, gain work experience, and employment.
encouraging residents to get involved in their communities and to identify solutions to local issues.	Encouraged use of Locality Budgets to enable residents to get involved with community projects and find solutions to problems.
	Dementia Awareness events have been held for residents highlighting the statistics and support services available in the borough.

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

Action	Achievements
Active participation in Safer Colchester Partnerships priorities and outcomes.	 Initiatives the Partnership have carried out include: Introduction of Town Centre Action Plan and Monday morning Partnership meetings Operation Diss delivered alongside Essex Police to tackle issues of aggressive begging and anti-social behaviour in Town Centre. Street Weeks initiatives delivered to 3 locations across the borough to date (next event planned for October 2018) to tackle issues identified by local communities and encourage/enable residents to become involved/identify solutions. Local Community Meetings take place on a monthly basis across the borough to encourage residents to report issues and engage with partner agencies

	Leadership of Safety Advisory Group to ensure all large events in the Town Centre are appropriately risk assessed and public safety is maintained.
Maintain and expand Licensing Enforcement Group to ensure partnership working based on multi agency tasking to jointly tackle problem premises, promote good practice, provide training and encourage the early identification and call in of hidden harms.	 Licensing Enforcement Group continues to deliver joined up management of problem premises. Projects identified and scoped to promote responsible drinking (Drink Less Enjoy More). Preventable issues related to NTE premises remain low and engagement with trade positive. Pubwatch event re hidden harms well received. Group expanded to include University of Essex, Zone Wardens, voluntary sector to maximise knowledge of issues and joint working opportunities. Licensing involvement in Police operations to manage off sales to street drinkers. Licensing, Food and Safety involvement in Street Weeks in May 2018, another planned for October 2018.
W3 Create new social housing by build	ling Council homes and supporting Registered Providers.
Action	Achievements
Redesign of Greenstead Centre Tamarisk Way.	Master planning well underway following initial public consultation with the preferred option due for public consultation early 19. Extensive consultation with commercial tenants ongoing, costings and feasibility being developed and work with land owner partners is progressing. The Council's Urban Designer has supported the evolution of the masterplan and work towards an eventual submission.
Work with registered providers and private developers to deliver new	As at the end of September 2018, a total of 74 new affordable homes had been delivered.

to target support and access for

customers appropriately.

	has started on site. The Council has also agreed to provide grant of up to £450,000 to Haig Housing for up to 9 additional affordable homes for ex-service personnel.
Use our own land and resources to deliver new council homes.	 HRA Bid for extra headroom borrowing was submitted to the NHCLG on time in September Cabinet approval sought for the disposal of four sites and a number of changes to the financial modelling to allow the development of over 300 new homes including 116 affordable homes. Initial feasibility completed on all garage sites.
W4 Target support to the most disad	vantaged residents and communities.
Action	Achievements
Continue to deliver the Startwell Colchester Programme to Support children, families and young people to get the best start in life.	Outcomes from Startwell interventions include: 75% individuals supported by the crisis housing project report that their education and learning, and their mental health have improved. 100% report that their home and money situation has improved.
	The end of project report for beat the street identified an increase in participants walking for travel on 5 or more days 6 months after the game and an increase in

Provide customer insight and statistics

Provided public health data and mosaic likelihoods to support the Winter Warmth campaign

participants meeting guidelines for 150 minutes exercise per week. The project legacy includes the development of a framework to support community consultation

Two planned Five ways to Wellbeing initiatives delivered in secondary schools

re access to and use of green space in more deprived communities.

reported improved scores on wellbeing measures, and less disruptive

behaviour/more engagement from students post intervention.

Prevent households from experiencing homelessness and tackle rough sleeping.	 Provided an analysis of the evaluation of participants in workshops run as part of the No Filter project in collaboration with Essex Libraries Providing data on population health across the borough to help inform the development of Leisure World's Life Enhancing Activity Programme Provided data for the Visually Impaired (phone) Line working group to get that set up, and continually monitor Create performance dashboards to monitor effectiveness of interventions made by the Macmillan Welfare Benefits Team Created bespoke reports in Macmillan AIMs database to effectively monitor different customer demographics (e.g. Referral Trust) Created monthly report to show effectiveness of customer interventions at the Community Hub The way CBH provide advice and assistance to households since the introduction of the Homelessness Reduction Act has fundamentally changed, resulting in homelessness being prevented for 49 households, and 24 households who are homeless have been helped to secure accommodation. 	
	The Rough Sleeper Co-ordinator has worked with 28 clients from 1st April until the 30 September. All these rough sleepers have been provided with support/advice/assistance. Five rough sleepers have been housed.	
Work with partner and community organisations to help safeguard, and to advance equality of opportunity and access to services for, vulnerable groups.	 We continue to use our robust processes in all equality impact assessments We have gathered evidence for the annual Equality and Safeguarding report which will be presented to Governance Committee in November. During the period, the Safer Colchester Partnership has continued work on two Domestic Homicide Reviews and has provided relevant information following 'scoping enquiries' on Partnership Learning Reviews, Serious Case Reviews and Domestic Homicide Reviews. 	
W5 Help residents adopt healthier lifes	W5 Help residents adopt healthier lifestyles by enabling the provision of excellent leisure facilities and beautiful green	

spaces.

Action	Achievements
Work together with system partners to achieve challenging targets in a small number of key areas that will have a significant impact on major health conditions.	Action Learning has seen a variety of wellbeing interventions receive further funding and evaluation with a view to replicating and scaling approaches to reach a wider audience. Worked with North East Essex Alliance partners to develop system priorities and a framework for delivery.
Work with Sport England, System partners and the community to deliver the Essex Local Delivery Pilot (ELDP).	Initial research, insight gathering, and action learning undertaken in 'Chapter One' of the pilot is coming to an end in October 2018. A new Pilot Coordinator and Community Engagement post has been recruited to with the post holder starting in November 2018.
Protect, enhance and deliver a comprehensive green infrastructure network, including the Colchester Orbital, and seek opportunities from future developments to improve connectivity to the network.	Green infrastructure identified and protected from development within the Local Plan. New development is expected to incorporate open space in line with policies.
Dementia Friendly Activities at Leisure World Colchester Deliver a range of activities for people living with dementia and their carers Activities include: Fitness Pool swimming available under the guidance of qualified teachers, table tennis,	Up to 5 September 2018: 67 sessions with 220 attendances in total. The original programme has been extended and the activities will continue to run from September to December 2018. We hope to see attendances increase during this period.

badminton and "Song & Memories" sessions. Diabetes Support Programme at Leisure World Colchester Working in partnership with the National Diabetes Prevention Programme and GP Surgeries to deliver a 12-week programme aimed at those who have been diagnosed with diabetes or prediabetic health conditions. Develop knowledge of Diabetes and its treatment Build awareness and motivation to exercise. Physical activity sessions & nutrition support. Max 16 people per programme.	The first course in May had 8 attendees who all completed the 12-week programme and are now attending a regular Diabetes class run as part of LEAP Scheme on a Thursday afternoon. The 2nd 12-week course started on the 13 September with 7 attendees.
Develop a Colchester Parks and Green Space Strategy – linking healthier lifestyles, community volunteering, green spaces and new funding streams.	Friends of Castle Park autumn walk schedule in place. Improvement to Castle Park Toilet facilities on schedule to meet deadline April 2019.