

20 July 2021

Report of	Assistant Director – Corporate and Improvement	Author	Richard Block ☎ 506825
Title	Year End April 2020 to March 2021 Performance Report - 2020-2023 Strategic Plan Action Plan		
Wards affected	All wards		

1. Executive Summary

- 1.1 This report provides details of progress in delivering against the Council's Strategic Plan for 2020-2023 at the end of 2020-2021.

2. Action Required

- 2.1 To confirm satisfactory delivery against the Strategic Plan Action Plan and that the Council has made satisfactory progress in meeting its strategic goals.
- 2.2 Where any areas of concern are identified, to make recommendations to Cabinet so these can be considered when this is considered in September.

3. Reason for Scrutiny

- 3.1 To ensure the Council has robust performance management of delivery against key strategic goals.

4. Background Information

- 4.1 The Council has agreed a new Strategic Plan covering 2020-2023. This report provides a review of progress against the Strategic Plan covering 2020-2021.
- 4.2 Details of progress made in delivering against each aim is shown in the report at Appendix 1. This shows that despite the impact of the Covid-19 Pandemic, significant progress has been made in delivering against each of the themes of the Strategic Plan.

5. Equality, Diversity and Human Rights implications

- 5.1 Progress and improvement of these and many of the actions within the Strategic Plan Action Plan support our aims of improving both services and the lives of everyone in the borough. Where required, specific Equality Impact Assessments will exist for policies and activities rather than for individual performance indicators or actions. Progress on the Council's Equality Objectives are included within the Strategic Plan Action Plan Update.

6. Strategic Plan References

- 6.1 The Strategic Plan Action Plan demonstrates delivery of across all the current Strategic Plan priorities.

7. Consultation

- 7.1 The report's contents do not have any direct implications, however, the Strategic Plan and priorities were agreed using the results of significant research and taking into account previous public consultations.

8. Publicity Considerations

- 8.1 The performance report contains progress in delivering key goals of the Strategic Plan Action Plan and it is important that residents and businesses are made aware of these. Many of the achievements will have been publicised during the year but the report and related information will also be published on the Performance and Improvement section of the Council's website.

9. Financial implications

- 9.1 All achievements detailed in the Strategic Plan Action Plan were delivered from within existing approved budgets and as such, there are no new financial implications associated with this report.

10. Health, Wellbeing and Community Safety Implications

- 10.1 There are actions within the Strategic Plan Action Plan which aim to improve community safety and as such this report provides progress updates in this area.

11. Health and Safety Implications

- 11.1 There are no direct health and safety implications associated with this report.

12. Risk Management Implications

12.1 There are no direct risk management implications associated with this report.

13. Environmental and Sustainability Implications

13.1 Tackling the Climate Challenge and leading sustainability is a key theme of the Strategic Plan and the report at appendix 1 provides details of the progress in delivering the associated goals.

Appendices

Appendix 1 – Strategic Plan Action Plan Year End Report

Colchester Strategic Plan Action Plan (SPAP) 2020 – 2023 Year End Report covering April 2020 – March 2021

Themes:

- Tackling the climate challenge and leading sustainability
- Creating safe, healthy and active communities
- Delivering homes for people who need them
- Growing a better economy so everyone benefits
- Celebrating our heritage and culture

Tackling the climate challenge and leading sustainability:

- Respond to the Climate Emergency
- Conserve and enhance biodiversity
- Enable more opportunity for walking and cycling around Colchester
- *During 2020/21 we will*

Respond to the Climate Emergency

Goal	Achievements
Reduce carbon emissions to help achieve a net zero Carbon footprint for Council Services by 2030.	Direct emissions were reduced by 5.4% (351.4 tonnes of CO ₂ e) between financial year 2018-2019 and financial year 2019-2020. An updated figure will be reported on in due course working with the Carbon Trust in 2021.

	<p>A new role, Sustainability & Climate Change Manager, was created to drive the Sustainability and Carbon reduction commitment forwards and has been in operation since September 2020.</p> <p>A draft Sustainability and Climate strategic themes document was developed to form part of a Sustainability and Climate Challenge strategy with key staff and partners.</p> <p>An internal Climate Opportunities Working Group (COWG) was established to champion organisational change needed to achieve net zero emissions by 2030.</p> <p>The Climate Emergency Action Plan (CEAP) has been updated for the 2021-2023 period from across services and companies with more than 50 actions, organised under 8 strategic themes approved by the Environment Sustainability Panel.</p> <p>The Carbon Trust have been commissioned to provide tailored advice to CBC and our companies' work to promote decarbonisation of assets and provide a pathway with targets/milestones identified to reach net zero by 2030.</p> <p>An off-setting strategy for local investment is starting to be considered.</p>
Environment and sustainability embedded within all Council decision making and the adaptation and recovery from Covid-19.	<p>Several projects have been identified for the next steps with the Carbon Trust to help advance plans for carbon reduction for our assets.</p> <p>All CBC projects have completed the new Climate Emergency Checklist implemented in late 2020. Learning from this process led to new Sustainability and Carbon Reduction Guidance with assessment process.</p> <p>This is to be rolled out across all new projects developed in CBC and in the Amphora Companies.</p> <p>In addition, all Town Deal projects will trial a new sustainability and environmental decision-making tool and evaluated upon completing Town Deal project designs.</p> <p>A planning checklist is currently being consulted upon for inclusion into the local validation list.</p> <p>Procurement colleagues are exploring when to begin to incorporate environmental and carbon reduction into their procurement policy update, but a first contract was awarded with some consideration of this amongst the introduction of "social value".</p>

<p>Air quality across Colchester is improved.</p>	<p>Public engagement completed and summary report produced.</p> <p>No vehicle idling campaign CAREless pollution launched on the 8 October 2020 to coincide with National Clean Air Day.</p> <p>Planning permission granted for Roadside signage in Brook Street, East St and Eastgates and road signs installed. Psychological evaluation into the effectiveness of the road signage is being carried out.</p> <p>A Feasibility study into Countdown timers at traffic light timers has been carried out.</p> <p>Partnership working with Anglian Ruskin University and Essex County Council to explore how Bikeability in Schools can be enhanced.</p>
<p>Continue to support residents to reduce, reuse and recycle their waste.</p>	<p>Waste and recycling generated from homes</p> <p>Covid-19 has had an impact on the amount of waste material that residents generate in their homes. The Council aims to encourage residents to reuse, recycle and compost 53% of all material. However, the disruption of the pandemic on resources and operations impacted the services received at the beginning of the year. As a result there has been a slight decline in figures to approximately 52%.</p> <p>In addition, there has been an increase in all waste materials generated by residents too.</p> <p>Recycling equipment</p> <p>In response to recycling equipment stockists closing due to the pandemic, a universal doorstep delivery service for Recycling Equipment was launched utilising redeployed staff from other areas of the council. Customers can order 24 hours a day, 7 days a week. From beginning June to end February 2021 the service received and delivered almost 30,000 orders. A more sustainable solution to the provision of equipment is being explored and a new pilot 'Click and Collect' service for garden waste recycling sacks will be launching in April. Residents on sack collections will be able to order replacement garden sacks online and collect them from the visitor centre at High Woods Country Park. Initially this new service will be trialled for four weeks. If successful, the council will look to continue to offer the Click and Collect service, including a wider selection of recycling containers and more pick up locations.</p>

Assisted and exemptions

This year officers have completed a limited review of approximately 130 customers who were receiving the assisted service but for whom there was no record of the application. As a result of the review approximately 50% of these customers were confirmed as needing an Assisted Collection and the remainder ceased. Improvements to the processes of applications are being considered and developed into further plans.

Calendar

The council is launching into 2021 without a printed calendar. Over 51% of our residents have already opted into paperless billing to reduce their impact on the environment. A leaflet was included with this year's council tax bill, explaining the reason why the Council has taken this decision and it provided a quick three-step guide to downloading the calendar. The leaflet also contained information on textile recycling restarting in April, alongside a small change to the glass and cans collection. Work is ongoing to develop more personalised and improved access to refuse and recycling information for residents.

Performance reporting

Improvements have been made around performance reporting and monitoring. This is part of a large programme of work that will be developed and delivered more in the coming year. The first steps in cleansing and automating addresses and routes has been completed and will be the foundation for the programme.

Communications, engagement, and website

Strong marketing and communications campaigns undertaken, including Recycling Week 2020; Compost at home communication campaign; autumn recycling messages on social media such as recycling windfall fruit in food waste (rather than garden waste) and leaves; @LoveFoodHateWaste campaign messages; supported @Love Essex's #ZeroWasteWeek social media campaign; coronavirus pandemic waste/recycling safety messages; eco-friendly Christmas tips; Be A Better Recycler focus on can/glass separation, paper/plastic and garden waste; 2021-2022 recycling calendar created in accessible online PDF format; re-launch textiles collections with Essex Textiles; eco-friendly Easter tips.

	<p>The business waste web pages have been improved, including a sales focussed approach to creating an enquiry form, to help local businesses to recycle and dispose of their rubbish responsibly.</p> <p>The customer experience for reporting a missed bin online has been overhauled and vastly improved. The results are that there has been no negative feedback received about the online reporting tool, and when a surge of reports was made during the lockdown/COVID peak last year, all additional reports were made online rather than via the phone/email.</p> <p>A Chatbot was introduced to the Waste and Recycling web pages to help customers quickly find the 4 most used online processes. Customer engagement with the chatbot has been impressive, with an average of 60 chat interactions per day. This shows a desire and need for residents to engage with our website to receive support.</p> <p>See below regarding material collection methods.</p>
Conserve and enhance biodiversity	
Goal	<i>Achievements</i>
Minimise the environmental impact of our activities.	<p>Several of our higher emission assets are identified, with the top 3 being Leisure World, fleet and affordable housing. Each of these are under consideration on how to reduce carbon emissions with some plans already in progress.</p> <p>The fleet now has a strategy in place which includes timeframes for decarbonisation of vehicles.</p> <p>A decarbonisation plan for Leisure World is to be developed in 2021.</p> <p>A strategy for decarbonising sheltered housing is underway, and the first site is approaching redevelopment phase; this work ties in with the 2021 Asset Management Strategy and new Business Plan.</p> <p>A review of the Carbon Management Plan (CMP) 2016-2020 is complete with some actions to be rolled into the upcoming CMP for 2022-2027.</p>

	<p>Working with the Carbon Trust on a Carbon Management Plan for 2022-2025, which will be completed in 2021.</p> <p>Project proposals developed for housing improvements and the decarbonisation of Rowan House to reduce asset and travel emissions are well advanced and entering towards delivery phases.</p> <p>See the first goal above on the development of the new Sustainability and Carbon Reduction Guidance and process.</p> <p>Guidance for environmentally smart procurement has been developed and the policy and process will be updated this year.</p>
<p>Enhance environments to create more space for nature to grow and thrive through greening and natural seeding.</p>	<p>In a move away from just planting trees as approached by the team in year one, this workstream now encompasses planting of trees, shrubs and hedgerows, and other activities that aim to reduce environmental impact on green spaces, ecology, and biodiversity, such as meadows and reduced chemical use.</p> <p>Whilst public planting days could not be achieved this year, planting and tree distribution has still gone ahead in some form, and by the end of March 2021, the Council will have achieved 14,000 trees planted. With each site, assessments have been undertaken to ensure the right balance and minimal impact on biodiversity, ecology, and existing use of the space. Whilst planting has been on existing public open space, the planting has ensured that these areas can continue to be used (dog walking, sports use), whilst being enhanced by tree/hedge planting and habitat creation.</p> <p>A Greening Colchester policy document has been approved and agrees a new approach for the Council with regards to verge and weed maintenance. In addition to the Council's commitment and delivery to the phased removal of the use of glyphosate-based products, this policy also set out to stop or reduce grass cutting in specific areas. The intention being that changing the management regime in this way can improve the biodiversity and visual amenity of the grass verges, whilst also enabling the Council to manage these areas to be left to re-wild and be developed as wildflower areas or left to naturalise as woodland. Across 14 open spaces approx. 1.5 ha (hectares) in total will be left to naturalise with the potential to establish 4,700 trees at 1 tree per 3m² over the next 10 years. The cutting frequency of the grass verges on some of the main routes into Colchester such as the Avenue of Remembrance, Clingo Hill</p>

	<p>and Cymbeline Way will be changed to one grass cut per year and managed as wildflower verges.</p> <p>Green flag award achieved at Castle Park, High Woods Country Park and Colchester Cemetery and Crematorium.</p>
Discover, nurture and enable the work led by communities that promotes biodiversity.	<p>Public engagement is a key part of our work. Covid-19 has had an impact on the ability to undertake this work in the current year. However, lots of work has taken place to involve and encourage our local community to love and care for the environment even with the restrictions in place. This has included changes and improvements to the Woodland and Biodiversity Project website, which is regularly updated on progress of the project and provides other information.</p> <p>Trees for Years</p> <p>Whilst the traditional Trees for Years event could not proceed this financial year owing to the Covid-19 restrictions it has been rescheduled to commence at the revised date of November 2021, National Tree Week and it is intended that this will launch the new planting season for 2021-2022. The last Trees for Years event took place in 2020 and so it will still in effect be an 'annual' event.</p> <p>Schools</p> <p>Local schools have been engaged to design signage for 'no mow' areas across the borough. Activity packs with information about the project, and templates for signage were sent to schools along with guidance for seed gathering activity. Future plans include engaging schools to take part in bee and butterfly counts.</p> <p>Building a volunteer network</p> <p>Volunteers for year one of the project were recognised through a "thank you" video posted on to the Council website and social media, on International Volunteer Day on 5 December 2020. Prior to national lockdown restrictions being implemented the public were asked to sign up to volunteer for public planting days, with over 100 volunteers registered. The details of these volunteers have been retained to allow future engagement with key project initiatives and for the network of volunteers to grow and grow.</p>

	<p>Together We Grow</p> <p>Together we Grow is a community Interest Company based in Colchester. It aims to improve the lives of communities by helping people and nature to grow together. The organisation led on the Public Planting Events in year one of the project and was so successful at building up a team of committed volunteer tree planters that they were asked to fill the same role for Year 2. They have successfully delivered some planting days in collaboration with their work with refugees, with positive impact on health and wellbeing for those involved.</p> <p>Stakeholder group</p> <p>Considering the renewed focus of the project and to further ensure the direction and sustainability of the project, the Council has formulated an informal stakeholder group. The informal group has helped to challenge and therefore influence the refocusing of the project, ensuring the objectives and principles of the project are sound. It is hoped that support like this, or similar, will continue into year three from the existing and other groups, with a particular focus on greater collaboration and engagement.</p>
<p>Plant native species and manage our woodlands, meadows and greenspace whilst sustaining existing habitats.</p>	<p>The Woodland and Biodiversity Project has planted 145 standard trees on public green spaces, 12,125 tree whips in our parks and countryside sites and 1,840 whips were supplied to local Town and Parish Councils for planting on their green spaces.</p> <p>Across 14 open spaces approx. 1.5ha (hectares) in total will be left to naturalise with the potential to establish 4,700 trees at 1 tree per 3m² over the next 10 years.</p> <p>See comments above regarding Greening Colchester policy</p> <p>Fully biodegradable spiral rabbit guards have been used this year to protect the trees being planted.</p> <p>Essex Forest Initiative</p> <p>The Council is working with the Essex Forest Initiative which was created in October 2019 by Essex County Council to commit to planting £1 million worth of trees over five years to combat climate change by locking up carbon in the environment. They are looking to work with all interested Local Authorities within Essex to achieve this aim and have partnered with the</p>

	<p>Woodland Trust in providing native tree stock at a heavily subsidised cost to any Local Authority which has plans to plant woodland on their land.</p> <p>Woodland Trust</p> <p>The Project has also partnered with the Woodland Trust; the UK's largest woodland conservation charity and who have planted 47million trees since it first began in 1972. It has agreed to supply the Project with a total of 10,350 tree whips, canes, and rabbit guards completely free of charge for planting in February and March this year.</p>
<p>Work alongside communities to maintain clean, green neighbourhoods and urban spaces that we all look after and enjoy.</p>	<p>Edible Community Orchard</p> <p>A small number of residents in Greenstead have planted up wooden troughs outside the community centre with fruit and vegetables. There is scope to plant fruit trees on Magnolia Fields when the volunteer group grows.</p> <p>Wivenhoe Project</p> <p>CBC were approached by Wivenhoe Town Council (WTC) who have been working on areas in Wivenhoe that they would like to see left to grow as wildflowers, and then cut and cleared at the end of September. Working with WTC, a template document is being produced which can enable and guide Town and Parish Councils in changing grass cutting regimes to develop wildflower areas and improve biodiversity. The document takes organisations through the various aspects of changing the grass cutting regime, identifying any potential concerns, outlines the project brief, how the changes can be monitored and recorded, and how any data collected can be documented.</p> <p>Community groups</p> <p>Relationships have been formed with several local community groups such as Eco-Colchester, En-form Colchester, Transition Wivenhoe and Rowhedge Going Greener to see if they wish to get involved in the Woodland Project. Site meetings have been held with the Lexden Conservation Group regarding the tree-planting for Spring Lane Park and the Keep the Green Clean group to do the same for the Greenstead Slopes planting.</p> <p>The Colchester Natural History Society surveyed several of the planting sites to assess their suitability for tree planting in relation to any wildlife habitats already present on the land. Written</p>

	reports have been supplied to the Council by the Society making a number of recommendations and in response to these changes were made to the exact location of some of the tree planting areas and additional areas of grassland were left to grow long in an attempt to improve the biodiversity of the open spaces.
Enable more opportunity for walking and cycling around Colchester	
Goal	<i>Achievements</i>
Work with partners to implement strategies and develop measures to reduce traffic in the town centre.	<p>Influenced Essex County Council (ECC) on their Safer Greener Healthier bid submission to Department for Transport (DfT) on walking and cycling routes into and through the town centre to help with social distancing and enabling more people to choose to access the town via healthy and sustainable means.</p> <p>Worked with ECC and stakeholder groups on designs to implement the measures.</p> <p>Investigating opening a secure cycle parking facility in the town centre including location and operational requirements.</p> <p>Worked with and influenced Essex County Council on the Colchester Future Transport Strategy ready for consultation.</p> <p>Working with partners to promote sustainable travel behaviour change, healthier lifestyles and reduce car dependency including through Colchester Travel Plan Club network supporting encouraging and influencing employees and students to travel sustainably through the implementation of work place Travel Plans.</p> <p>Working with developers to develop Travel Plans and refresh and update existing Travel Plans through the planning process.</p> <p>Air Quality behaviour change project continuing to look at ways in which air quality can be improved in the Air Quality Management Areas (AQMA) including by promoting walking and cycling for short journeys.</p>

<p>Improve facilities and routes for cyclists and walkers to enable active travel behaviours, healthier lifestyles and reduce car use.</p>	<p>Worked with Colchester Cycle Campaign on review of the Colchester Cycling Delivery Strategy, Supplementary Planning Document, and its alignment with the ECC Colchester Cycling Action Plan.</p> <p>Working with colleagues and developers to ensure walking and cycling measures are delivered through the planning process and via S106 contributions including:</p> <ul style="list-style-type: none"> • Improvements to Rowhedge Trail including improvements to path surface (S106 funded); • Commissioning and installing Colchester Town Station signage • Worked on Fixing the Link alternative plans to enhance the walking route from Colchester station to the town centre • Worked with ECC and Stanway Parish Council on improving the walking and cycling links from Stanway to Tollgate <p>Wayfinding study from and to University accommodations, the university and town centre delivered (S106 funded).</p> <p>Study completed on provision of secure cycle parking facility in the town centre and in residential areas.</p> <p>ParkActive being set up for 'last mile' active travel alternative (repurposing long stay car parks as park and walk).</p> <p>New Parking Strategy in final stages of completion, with a focus on environmental car park charges rather than hourly space rental.</p>
<p>Ensure major regeneration projects put physical activity, cycling and walking at the forefront of development.</p>	<p>Colchester Northern Gateway (CNG) Sports Park construction was completed in November 2020 and will open as Covid restriction lift, on 26 April 2021.</p> <p>New cycleways and pedestrian links are constructed on approach to the Sports park, along Boxted Lane, Severalls Lane and over Junction 28 of the A12.</p> <p>The Walk "Phase 1" was completed in October 2020, with Phase 2 scheduled for start in April 2021 once the rugby club have moved.</p> <p>Project Initiation Documents (PIDs) have been embedded with sections on sustainability.</p>

	<p>Cycling has been included in several projects in the town centre, including “Grow On Space” in Queen Street, Vineyard Gate and Britannia concepts,</p> <p>Plan being prepared to engage and embed behavioural change.</p>
<i>During 2020/21 we will</i>	
Goal	<i>Achievements</i>
Establish a new Environment and Sustainability Panel to oversee our work to tackle the climate emergency.	<p>A new Environment and Sustainability Panel was established and ran throughout 2020-2021 so that their work programme completed.</p> <p>A draft Forward Plan will be developed when the panel resumes after elections.</p>
Complete the phasing out of Glyphosate herbicide in Council operations.	<p>The agreed action plan has now been delivered to stop the general use of Glyphosate weedkiller in Council operations. Since April 2020, the Council has stopped spraying:</p> <ul style="list-style-type: none"> • In all children’s play parks (74 sites) • In around West Mersea beach huts (384 huts) • On the Recreation Ground, off Old Heath Road
Embed environment and sustainability impact assessment and prioritisation in all recovery, project and programme management.	<p>Climate Emergency is now embedded in all three core project management documents in the new project management environment.</p> <p>Monthly project progress reports now include a Climate Emergency (CE) Red, Amber, Green (RAG) status with supporting narrative.</p> <p>Review of Climate Checklist completed with a new Sustainability and Carbon Reduction Assessment Form and Guidance being rolled out to CBC staff and Amphora companies to demonstrate move towards monitoring of environmental impact and reduction of carbon emissions of major development work along with clear messaging of benefits/positive outcomes of these actions for residents.</p> <p>New projects will trial the new sustainability and carbon assessment form and guidance through 2021.</p>

<p>Roll out use of eCargo bikes with Council teams, local businesses and partners.</p>	<p>£136k funding received in May 2020 following a successful bid to the Energy Savings Trust to trial 25 eCargo bikes and 5 eTrailers with local businesses and organisations.</p> <p>Procurement exercise undertaken and all eCargo bikes and eTrailers received by December 2020.</p> <p>55 members of staff and the community trained to Bikeability level 3, a requirement of the grant for all eCargo bike users.</p> <p>13 eCargo bikes and etrailers handed over to 10 local eCargo Bike Champions on long term loan for carrying out their business/operations by November 2020. In exchange they provide CBC with monthly monitoring feedback and assistance with marketing and publicity.</p> <p>6 eCargo bikes and 3 eTrailers available for use by CBC staff.</p> <p>An eCargo bike and trailer is available at both Highwoods Country Park and Castle Park. Volunteers and staff at Highwoods Country Park and Castle Park were inducted in use of their eCargo Bike and eTrailer but regular usage of the bikes has been low due to the pandemic restrictions limiting volunteer work.</p> <p>Climate, Transport and Sustainability team have been using the other eCargo bikes and discussing with other CBC teams how the bikes could be used in their work.</p> <p>Preparations completed for enabling short term loans to local businesses of the 6 'general pool' eCargo bikes. Launched in November 2020 but actual loan outs delayed due to Covid lockdown as Bikeability training was put on hold.</p> <p>Project with the Town Centre Business Improvement District (BID) is being progressed to have two eCargo bikes available for town centre businesses and CBC staff to use on an as and when needed basis.</p> <p>3428 miles have been completed by CBC staff and our project Champions by eCargo Bike/Trailer in Colchester to end of March 2021.</p>
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<p>Model the Council's carbon footprint in detail and develop a detailed Carbon Management Plan to 2030.</p>	<p>Scope 1, 2 and 3 footprint analysis undertaken in collaboration with the Carbon Trust.</p> <p>The carbon footprint has been identified and yearly monitoring of direct emissions in place with a current downward trend.</p> <p>Identification of key 'step change' projects awaiting project development and funding, whilst other projects are rolling out across the capital programme.</p> <p>Detailed Carbon Management Plan for 2022-2027 brief to be developed.</p>
<p>Implement sustainable changes to waste and recycling collections that support improved staff wellbeing.</p>	<p>Material collection methods</p> <p>Textile collections were paused because of the pandemic and to enable the council's Recycling and Refuse service to focus its resources, time and capacity on collecting primary materials, such as residual and food waste. It also enabled us to review the textiles service and explore other opportunities. A new partnership has been developed with Essex Textiles, ensuring that we are best matching the service before the pandemic, the expectations of residents and demonstrates good value for money. Residents will experience little or no change from the pre-pandemic service, except for using additional blue bags, which will be collected every blue week. These blue bags will be delivered with the annual clear bag deliveries made in April, before Essex Textiles recommences the service with its own crews.</p> <p>As collection crews continue to keep up with the extra recycling that is being produced while everyone is at home more, residents are being asked to help the council's collections run smoothly by separating glass and cans into different boxes. This will be required from 1 June 2021. Residents can use a second green box or a similar sized box of their own, as long as it's not cardboard. A communication and engagement campaign is underway.</p>
<p>Commence construction of the Northern Gateway Heat Network.</p>	<p>The 5 Boreholes were completed and successfully tested in 2020.</p> <p>Heat network pipes and chambers linking the boreholes was constructed from July to October 2020 and more will be completed in 2021.</p> <p>Planning permission was obtained for the energy centre.</p>

	The procurement exercise for the Energy Centre was opened and bids will be evaluated in 2021 to start construction of the Energy Centre.
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Creating safe, healthy and active communities:

- Build on community strengths and assets
- Tackle the causes of inequality and support our most vulnerable people
- Provide opportunities for young people
- *During 2020/21 we will*

Build on community strengths and assets

Goal	Achievements
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.	<p>Covid19 response included community led approaches across the borough supporting most vulnerable with food deliveries, medicines and befriending schemes.</p> <p>Successful 'One Colchester' approach to Winter Resilience through coldest months.</p> <p>New 'One Colchester' Community Hub being finalised.</p> <p>'One Colchester' partnership working together across all sectors including voluntary and community sector to support and keep people safe.</p> <p>A range of initiatives and community led activities underway across the borough featured in priorities linked to climate change and biodiversity.</p> <p>Stanway Parish Council taking ownership of new Community Facility and agreed land transfer of open spaces.</p> <p>One Colchester, Communities Can, approach going through governance Spring 2021 and planned launch in summer to link to ABCD awareness and training rolled out across Council and partners.</p>

Encourage belonging, involvement and responsibility in all Colchester's communities and neighbourhoods.	<p>One Colchester Commissioned Asset Mapping completed, and refresh planned for every 6 months. Data will be used to inform the systems work.</p> <p>Phase 2 of the Anglian Ruskin University qualitative research is underway to follow up and understand impacts of Covid19 on Community Assets and their members.</p> <p>Awareness and training of ABCD delivered across system and more planned.</p> <p>New strategic approach agreed through 'One Colchester' in development to encourage ABDC across the whole system.'</p> <p>A huge range of initiatives and asset transfers underway to support more local control and ownership.</p>
Work with our partners to make volunteering and community involvement as easy as possible.	<p>Thousands of additional volunteers engaged and supporting communities throughout the last 12 months, many specifically supporting the most vulnerable during Covid19 pandemic.</p> <p>'One Colchester' approach led by Community 360 (C360) to recruit and support volunteers across the Borough. This has created new opportunities and simple mechanisms for recruitment.</p>
Maximise developer contributions (such as Section 106) and other funding mechanisms to help fund community infrastructure.	Active engagement carried out with community groups, voluntary groups and Town and Parish Councils, to agree a S106 project plan for each ward, in preparation for receipt of S106 developer contributions.
Tackle the causes of inequality and support our most vulnerable people	
Goal	<i>Achievements</i>
Work alongside Public Health to take steps that mitigate Covid-19 infection risks and control outbreaks across the population.	<p>'One Colchester' system approach to outbreak control led to successful and joined up approach maximising the resources. This included working with Colchester Business Improvement District, University, Parish and Town Councils, Police, Health Colleagues, Voluntary Sector and many others.</p> <p>Clear Guidance uploaded to Council Website. Legislation and interpretation shared with businesses. New outbreak plan to be released in April 2021</p>

	<p>Letters updating all businesses with legislation changes sent 8 times since March in relation to government control.</p> <p>Over 2,900 complaints in relation to non-compliance, resulting in nearly 800 investigations.</p> <p>Over 1,000 requests for advice responded to.</p> <p>Night-time and daytime visits undertaken weekly and over weekends. Including all sites. Renewed focus from 29 March 2021.</p> <p>Full Enforcement taken against 12 pub/restaurant. Including one business losing their licence</p>
Support residents to do the things they enjoy doing to stay healthy, happy and physically active.	<p>Community Response continues to support the most vulnerable and 'Community Response' Pack remains updated to share relevant information, advice and contacts.</p> <p>Use of the Local Development Pilot (LDP) and system partners at identify key areas of actions and invest in activity area to encourage inactive residents in the most deprived areas to become more active.</p> <p>Work with 'One Colchester' and continue to lead the 'Alliance Be Well' domain so issue is covered by a system solution.</p> <p>Regular collaboration with Town and Parish Clerks.</p> <p>Provision of beautiful, safe open spaces and play areas across the Borough.</p> <p>Encourage active lifestyles and continued working with communities and partners to improve access to walking, cycling and open spaces.</p>
Enable access and involvement in community green space, countryside sites, sport, and leisure facilities.	<p>Preparation has been taking place to open the new Northern Gateway Sports Park for opening on 26 April at a reduced capacity, should government guidelines allow. Residents and visitors will be able to purchase memberships, explore the site, breath in the open green spaces and enjoy a take-away coffee.</p> <p>Our 'soft launch' marketing campaign is underway and we're encouraging residents to follow our social media accounts. Growing our social media following will underpin future marketing plans. Paid for advertisement will be complimenting the social media pages, including digital and radio. Two press releases are scheduled ahead of opening. Should government guidelines</p>

	<p>allow, we hope to fully open the Northern Gateway Sports Park in June. This will be celebrated with an open day and a 'full launch' commercially driven marketing campaign.</p> <p>All green and open spaces have remained open. However, due to restrictions imposed, play parks and other outdoor activity areas were required to be closed during Covid lockdown. On the lifting of these restrictions, officers have put in place careful measures to ensure that these could be opened safely.</p> <p>Arrangements with volunteer and 'Friends' groups have been reviewed to ensure that they too have been Covid safe after the lifting of restrictions and these activities have now restarted.</p>
Support people to live in healthy homes that meet their needs.	<p>Continuation of the Senior Occupational Therapist in Housing Project in to 2020-2021.</p> <p>Introduction of the Fast-Track Disabled Facilities Grant to support Hospital Discharge and Admission Avoidance.</p> <p>A process & form review is underway as part of the migration to the Assure system. Our go live for the new system has been delayed but is now currently planned for August/September 2021 and we hope to see efficiencies at this point.</p> <p>Process applications for licences for Houses in Multiple Occupation (HMO). 61 licences issued in Q1 and Q2 of 2020-2021. Total of 133 licences for HMOs issued in 2020-2021.</p> <p>Take a robust enforcement approach against owners of unlicensed Houses in Multiple Occupation. 2 Civil Penalty Final Notices issued in Q1 and Q2 of 2020-2021 against landlords of an unlicensed HMO totalling £40K. Total of 3 CPN Final Notices issued to value of £60K Civil Penalty Notices issued in 2020-2021 against landlords operating unlicensed HMOs. In addition, 4 Notices of Intent to issue a CPN served in 2020-2021 to the value of £48K, likely to be issued with Final Notices in 2021-2022.</p> <p>Investigate complaints of housing conditions and take appropriate enforcement action to remove serious housing hazards. 134 visits/inspections/assessments completed in Q1 and Q2 of 2020-2021. Total of 344 visits/inspections and assessments completed in 2020-2021 reduced from previous years due to different ways of working due to pandemic.</p>

	<p>94 dwellings improved in Q1 and Q2. Total of 179 dwellings improved by the work of the Private Sector Housing Team in 2020-2021</p> <p>63 serious housing hazards removed in Q1 and Q2. Total of 220 serious housing hazards removed by the work of the Private Sector Housing Team in 2020-2021</p> <p>2 Prohibition Orders served in 2020-2021 for homes/parts of homes unsuitable to be lived in.</p> <p>5 Improvement Notices served under Housing Act 2004 in 2020-2021</p> <p>2 Abatement Notices served under Environmental Protection Act 1990 in 2021-2021 with works carried out in default of owner on 1 property.</p> <p>Unfortunately, 3 prosecution cases withdrawn as no longer appropriate to pursue, due to delays with court system caused by pandemic. But 1 simple caution issued.</p> <p>Promote awareness and collaborative working with partners across the wider system to ensure residents are supported and to ensure that housing is considered as a wider determinant of health. Training session arranged with Citizens' Advice for Q3. Meeting arranged with ECC Social Care Q3.</p> <p>Awareness sessions held with wide range of organisations including Essex University Law Clinic, Essex County Fire and Rescue Service, Community 360 (C360) various teams, Green Doctor Service, CBC and CBH teams including Benefits and Development Control.</p> <p>To seek out opportunities for alternative funding to increase resource within the team. Where resources allow, take a proactive enforcement approach to legislation that safeguards people living in the private rented sector. Including:</p> <ul style="list-style-type: none"> • The requirement to belong to a property management redress scheme. 3 Notices of Intent and 2 Final Notices served in Q1 and Q2 of 2020-2021 Total of 7 Notices of Intent issued in 2020-2021 with 1 Final Notice being cancelled as company liquidated and one upheld at Appeal. £5K income • Electrical Safety Regulations No progress to date in this area, but planned for Q1 of 2021-2022 • A project to tackle excess cold in rented homes Unable to undertake this project in 2020-21 due to lack of resources
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	<ul style="list-style-type: none"> • A project with Essex Fire Service to ensure the safety of dwellings above high risk commercial units <p>Project in planning stage - looking at potential funding opportunities to provide additional staff resource for this.</p>
Supporting the most vulnerable residents through our One Colchester partnership.	<p>Collaborating with 'One Colchester' partners such as Community360, Colchester Borough Homes, Clinical Commissioning Group (CCG), Age Concern, to co-design and co-produce projects to support our most vulnerable residents such as winter warmth project 2020-2021 Building trusted, open and transparent relationships with community leaders from diverse communities such as our black, Asian, and minority ethnic (BAME) and Faith communities. Engaging with these community groups through listening events and regular dialogue. Co-production of initiatives to support those most in need (1) Older persons activity packs - encouraging activities in the home and providing awareness around falls prevention (2) Activity packs and food parcels for younger people - encouraging physical activity and healthy eating during the school holidays.</p> <p>The use of external funding to support our most vulnerable residents – through the Local Delivery Pilot (LDP), North East Essex Health and Wellbeing Alliance and the Department for Environment, Food and Rural Affairs (DEFRA)</p> <p>Safer Colchester website updated to include information on Covid-19 related issues, alongside information on staying safe, hidden harms (such as domestic abuse), hate crime and anti-social behaviour.</p>
Provide opportunities for young people	
Goal	<i>Achievements</i>
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.	<p>Youth Zone has been included in the Towns Fund programme which has awarded the Borough £18.2m for a range of projects.</p> <p>Covid19 has brought about unexpected financial challenges for the Borough Council and while our ambition and the Towns Fund provides hope and determination to still deliver a Youth Zone finding a suitable location and securing commitment from other Public Sector partners including ECC to the annual £400k revenue commitment is critical over the next 6 months.</p>

<p>Support the creation of strong, safe, and friendly communities that care about each other.</p>	<p>Design, production and updating of the Community Response Pack and Residents Contact Pack.</p> <p>Ensuring Town and Parish Councils are engaged and supported through regular engagement, contact and involvement in local decision-making processes.</p> <p>Re-launch of the Rural Crime Toolkit and Rural Community Safety Fund to provide communities with ideas, information, support and funding to make their neighbourhood a better place to live.</p> <p>Re-launch of Keep Safe for Colchester; a free scheme helping vulnerable residents to feel safer and more confident out in the town.</p> <p>For 2020 in light of COVID pandemic and home-schooling, Virtual Crew was replaced by an online support page (located on the Safer Colchester website) for children and young people. This included information and support relating to Gangs & Knife Crime, Internet Safety, Bullying / Online Grooming & Anti-Social Behaviour. There is an ongoing review of Virtual Crew in order to launch a revised scheme for 2021.</p>
<p>Work with Essex Police, Colchester Borough Homes, Essex Youth Service and other partners to reduce anti-social behaviour and tackle serious crime.</p>	<p>Working together through the Multi Agency Coordination Panel (MACP) partners have targeted individual criminals and used their combined powers to disrupt the criminal in addition to the criminality. This approach has seen one Organised Crime Group archived. Emerging groups are under review on a bi-monthly basis.</p> <p>Closures/partial closures have been conducted by CBH to tackle drugs and anti-social behaviour.</p> <p>Public Space Protection Orders (PSPO's) to tackle anti-social behaviour in the Town Centre, including Car Parks and outlying areas such as East Bay, have all been extended in 2020 for a period of 3 years.</p> <p>Working alongside Violence and Vulnerability Unit (VVU) to establish projects to improve designated areas for the residents, bringing about longer-term benefits, reducing their likelihood of becoming serious violence offenders and thereby reducing serious violence.</p>

Work alongside our partners to improve cleanliness and community safety in the town centre.	<p>Town Centre Action Plan (TCAP) partnership meetings held weekly to continue to discuss individuals causing (or vulnerable to) anti-social behaviour, hotspots and problem solve issues. New Action Plan produced May 2020 to ensure effective monitoring and evaluation of activity.</p> <p>Joint working with the Police and the Town Centre Business Improvement District (BID) to help businesses safely re-open within Covid-19 guidelines.</p>
Upgrade and extend the CCTV network to reach more places.	<p>CCTV infrastructure was installed on site between July 2020 and April 2021, with the project closure due in June 2021.</p> <p>The project started on time and remains on budget, with over 100km of cable installed, expanding the coverage from the town other parts of urban Colchester including the new Sports Park at the Northern Gateway.</p> <p>The first arrests were made with assistance from CCTV in the early weeks of deployment, with the improved picture quality being beneficial immediately.</p> <p>A number of non-working cameras were replaced with new cameras.</p>
<i>During 2020/21 we will</i>	
Goal	<i>Achievements</i>
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.	<p>Clear Guidance uploaded to website. Legislation and interpretation shared with businesses. Maintain throughout 2020 New outbreak plan to be released in April 2021</p> <p>Letters updating all businesses with legislation changes sent 8 times since March 2020.</p> <p>Over 2,900 complaints of non-compliance, resulting in nearly 800 investigations.</p> <p>Over 1,000 requests for advice responded to.</p> <p>Night-time and daytime visits undertaken weekly and over weekends. Including all sites. Renewed focus from 29 March 2021.</p> <p>Full Enforcement taken against 12 pub/restaurant. Including one business losing their licence</p>

Facilitate ABCD sessions and awareness within communities, system leaders and members to discover and connect the assets that exist and are mobilised within neighbourhoods.	As per above training and awareness has commenced at the Senior and Leadership level and will continue to roll out further in line with the new Communities Can.... approach from Summer 2021 across CBC and other system partners.
Coproduce investment proposals and deliver interventions that support our vulnerable residents to be more physically active through the Essex Local Delivery Pilot.	Continue to support community groups with the co-production of applications for funding and identify possible opportunities for improvement in the most deprived areas.
Deliver the new Stanway Community Facility for the benefit of the local community.	Long lease proposal agreed by CBC Cabinet and Stanway Parish Council. CBC Estates team drafting the terms of lease.
Work with partners to support victims of domestic violence.	<p>£500K funding secured (by CBC as Lead Authority) from Ministry of Housing, Communities and Local Government (MHCLG) to support Recovery Refuge, Community based support and Resettlement programme, specialist support for children/young people affected by domestic abuse, and review/implement new housing interventions for the period April 2020 – March 2021.</p> <p>Both CBC and Safer Colchester Partnership websites Domestic Abuse information updated on a regular basis.</p> <p>Internal front-line staff and Designated Safeguarding Officers encouraged to complete a Domestic Abuse E-learning Course (also shared with partner organisations including churches and faith groups).</p> <p>Alpha Vesta online workshops (funded by the Police Fire Crime Commissioner) promoted internally, completed by Community Safety Team and promoted to members of Community Safety Delivery Board.</p>
Work in partnership with Essex County Council to support vulnerable people to	<p>Continued engagement with Essex Well Homes Group to share good practice.</p> <p>Developing the Senior Occupational Therapist in Housing role.</p>

live in homes that promote independence and wellbeing.	<p>Integration of the Health and Housing Partnership into all council services.</p> <p>Scoping options with ECC to work collaboratively to ensure that private and social rented homes used for Supported Living Schemes and similar schemes are appropriately assessed before being used and free from serious housing hazards.</p>
<p>Delivering homes for people who need them:</p> <ul style="list-style-type: none"> • Increase the number, quality and types of homes • Prevent households from experiencing homelessness • Create new communities and adopt a new Local Plan that delivers jobs, homes and the infrastructure to meet the borough's future needs • <i>During 2020/21 we will</i> 	
Increase the number, quality and types of homes	
Goal	<i>Achievements</i>
Deliver 30% affordable housing across all our mixed tenure housing sites.	<p>Work started on site on the first housing site in July 2020 and will deliver the first homes for beneficial use in April/May 2021.</p> <p>Contracts have been signed to retain 2 properties for affordable homes owned within the Councils Housing Revenue Account (HRA) upon completion.</p> <p>Offers have been accepted on the first 3 private sale homes built by the companies.</p> <p>Highway issues have been resolved at the Northern Gateway South site and the 350 homes here will continue to progress in 2021-2022.</p> <p>Exploration of 2 new sites has been agreed at Cabinet in March 2021, with up to 190 homes being explored at Vineyard Gate and Britannia Car Park.</p>
Deliver 380 affordable council and housing association homes by 2023.	In 2020-2021, 101 affordable homes were delivered in Colchester, which included 59 homes purchased by the Council. The remaining 49 homes were delivered by housing associations.

<p>Improve existing Council homes to keep them in good repair and improve energy efficiency.</p>	<p>The Housing Improvement Programme has slowed during the pandemic due to the nature of the work (being in people's homes). Safe working practices have been put in place for various works including where tenants may be more vulnerable.</p> <p>Works are continuously reviewed and regularly reprogrammed to attempt to catch up as restrictions reduce. The programme was on track prior to lockdown 1, and will be caught up as soon as practical to do so.</p> <p>A review of the current Asset Management Strategy has commenced and will be completed by the end of summer 2021, following consultation with tenants and leaseholders. This will help to inform future viability and prioritisation of work for the Councils Housing Stock.</p>
<p>Deliver new low/zero carbon Council homes for our residents.</p>	<p>Construction of 24 new Council homes started in 2020-2021 and these are being built to "Future Homes 2025" principles making them the most energy efficient homes that the Council has built to date.</p> <p>£4.5m of "Climate Emergency Response Works" were agreed at Cabinet in July 2020 and this extra investment will increase the EPC ratings of our most inefficient, older, homes and help tackle fuel poverty and inequality.</p> <p>The "100 homes" project to acquire 100 additional council homes included work to improve the energy performance of the homes.</p>
<p>Ensure all new homes delivered by the Council are designed to a high quality across all tenures.</p>	<p>As above, the current collection of new homes will be the most energy efficient homes we have constructed as a Council and this will be furthered with the next forthcoming projects in the various programmes. The HRA Homes are built to "Future Homes 2025" principles ahead of this being mainstream practice. They have no gas boilers and are using air source heat and other energy efficiency measures.</p> <p>Accessibility is also being prioritised. There are several Part M Category 2 properties, with features such as level access showers. Fully adapted properties will be in "Phase 3" of the Garages Sites now being explored.</p>
<p>Continue to improve and modernise Council owned housing for older people.</p>	<p>Elfreda House is now empty and ready for demolition. Existing tenants were successfully moved/re-homed with good relationships and communications maintained throughout. The building was used during 2020 as part of the 'everyone in' scheme for housing rough sleepers</p>

	<p>during the pandemic. The contract for works, to demolish and re-build, is about to be awarded and construction will then commence with the successful contractor.</p> <p>Further work on the next phases of the sheltered housing review agreed by Cabinet in July 2020 is underway, this will prioritise a pipeline for the next decade. The Asset Management review taking place in 2021 mentioned previously, alongside a new HRA Business Plan, will reflect the current new build and improvement programmes ensuring that they are affordable and viable.</p>
Prevent households from experiencing homelessness	
Goal	<i>Achievements</i>
Work with partners to implement the 2020-2025 Homelessness and Rough Sleeping Strategy delivery plan.	The actions in the new Homelessness and Rough Sleeping Strategy Delivery Plan are being implemented. A review meeting with partner organisations has been set up to capture the achievements over the first year of the Strategy. The updated Delivery Plan and Progress report will be published on the Colchester Borough Council website.
Intervene early to prevent homelessness and work in partnership with other organisations to sustain people's accommodation.	From April 2020 to the end of March 2021 homelessness was prevented for 187 households and during the same period 136 households were assisted into accommodation under the relief duty.
Tackle rough sleeping in the borough.	<p>From April 2020 to the end of March 2021 the Rough Sleeping Team have worked with 161 people who have been provided with support, advice and assistance.</p> <p>During the same period, 101 rough sleepers or those at risk of sleeping rough have been accommodated in the private rented sector, supported housing, social housing or reconnected back to locations where they have a local connection and support networks. These figures include people that have been provided with emergency accommodation during the Covid 19 public health emergency. CBC and CBH were supported by partner organisations who provided additional support, health services and food for rough sleepers whilst they were living in the emergency accommodation.</p>

	<p>The specialist supported housing for rough sleepers, based on “Housing First” principles and funded by Colchester Borough Council, continues to provide housing and support to rough sleepers so that they do not return to the streets.</p> <p>In addition to the £119,429 revenue funding from the Government’s Next Steps Accommodation Pathway (NSAP), Colchester Borough Council, in partnership with Peabody (a housing association), successfully bid and were awarded £315,192 capital and revenue funding as part of the same programme, to provide longer term supported accommodation for rough sleepers.</p>
Create new communities and adopt a new Local Plan that delivers jobs, homes and the infrastructure to meet the borough’s future needs	
Goal	<i>Achievements</i>
Create a Development Plan Document for Tendring Colchester Borders Garden Community to include zero carbon emissions in the community development and green procurement.	Joint work has commenced with Tendring District Council. Initial stage will review and update evidence base. Link road progressing under Housing Infrastructure Fund (HIF) and planning application submitted. Engagement website launched and a number of consultations have taken place with Wivenhoe Town Council and a Parish Council group.
Establish a Delivery Vehicle and investment package for the next phase of the Tendring Colchester Borders Garden Community.	Members from the three Authorities have met and confirmed their commitment to achieving the principles of Garden Communities for this particular site as well as confirming the intent to resource the work necessary. Governance arrangements, programme and resource implications continue to be developed.
Develop the Colchester Northern Gateway as a sustainable place to live, work and play.	<p>The Sports Park was completed in November 2020 and will now open on 26 April 2021 as it was subject to Covid restrictions. Highway works have improved walking and cycling with 2 new cycleways along Boxted Road and Severalls lane, as well as dedicated crossings over Junction 28 of the A12 roundabout/slip roads.</p> <p>The Walk commenced in July 2020 and “Phase 1” completed in October as planned. “Phase 2” starts in April 2021 will be completed in the summer. This provides an attractive, tree-lined, avenue dedicated to walking and cycling through the heart of the Northern Gateway connecting to existing communities.</p>

	<p>The Heat Network was successfully tested, with construction of the pipes and chambers well advanced. A procurement exercise also commenced to appoint a contractor to build the Energy Centre in 2021.</p> <p>Turnstone have gained a new planning permission reflecting changing markets and agreements between the Council and Turnstone were reviewed at Cabinet in March 2021 so that this development can proceed into construction phase.</p>
Ensure the Council has a good supply of land available for new homes and business.	<p>Adopted Local Plan provides for housing land up to 2023 and adequate employment land.</p> <p>Emerging Local Plan will allocate sites to provide land for housing and employment up to 2033 and beyond</p> <p>Section 1 of the Local Plan adopted and Section 2 hearings scheduled for April 2021</p>
Create great places to live through the provision of new homes with infrastructure and facilities that support sustainable living and promote health and wellbeing.	<p>Progress is being made towards adoption of new Local Plan and several NP's have been adopted.</p> <p>Planning applications have continued to be determined and will deliver new homes and infrastructure.</p>
<i>During 2020/21 we will</i>	
Goal	<i>Achievements</i>
Agree "Phase 2" sites for development by Amphora Homes and undertake feasibility and viability assessments.	Cabinet agreed to consult and engage on two chosen sites, at Vineyard Gate and Britannia Car Park, in March 2021. There has been some early feasibility work on these sites, and architects have been appointed. The 2 sites could deliver approximately 190 homes, as well as playing a key part of the recovery and transformation of the town centre through sustainable, liveable neighbourhoods.
Adopt section One of the Local Plan.	Section 1 of the Local Plan was adopted on 1 February 2021.

Deliver the first mixed tenure housing site built by the Council at Creffield Road.	Construction started in July 2020 and progresses has remained on time and budget with completion due in April 2021. The Council and Amphora have exchanged legal documents to secure the retention of 2 Council owned homes. Amphora have accepted three offers on the private market homes, all of which are proceeding at the end of year. This demonstrates a smooth and well managed, high quality development, that was well-received in planning and construction phases and is now proving attractive to the market as it nears completion.
Deliver 100% Council homes at Military Road (8 homes).	Planning permission was obtained, and a procurement exercise has completed. Construction started in January 2021 and completes at the start of 2022.
Deliver up to 16 new Council homes on the Council's garage sites.	<p>Work commenced on the first site at Hardings Close (Aldham) in September 2020 and these will be available at the end of May 2021.</p> <p>The other 2 sites, at Buffett Way and Scarfe Way have been tendered, a contract awarded and work commenced on site in January 2021.</p> <p>All 16 homes will be ready in 2021 to benefit families on the local housing needs register.</p>
Increase the supply of affordable housing by purchasing 100 former council owned homes by 31 March 2022.	In 2020-2021, a total of 25 properties were purchased and became part of the Council's housing stock and will be let at social rents. A further 21 homes are in the process of being purchased. We are on track to buy 100 homes by the end of March 2022.
Accelerate construction on Council projects to enable recovery from Covid-19.	<p>Following market engagement, the construction contracts for 8 construction projects were accelerated during the initial lockdown and, brought forwards steadily spaced to provide tender opportunities and protect/create local employment. This included housebuilding and broadband/CCTV, as well as "The Walk". Response rates were good, with strong local interest resulting in the award of several contracts to local businesses employing Colchester people.</p> <p>More construction contracts were then rolled out in the later lockdown period, including within the Housing Investment Programme (HIP), the Energy Centre, Poolview, and others.</p> <p>A social value scoring system was introduced, which requires local economic benefits, such as labour and materials, to be included by bidders. In addition, the Council sought lists of local businesses before contracts were issued and notified them how to register interest in upcoming</p>

	contracts and that opportunities would emerge so that they were aware, without prejudicing the fair and competitive bidding process.
Growing a better economy so everyone benefits: <ul style="list-style-type: none"> • Enable Economic Recovery from Covid-19 ensuring all residents benefit from growth • Work with partners to deliver a shared vision for a vibrant town • Create an environment that attracts inward investment to Colchester and help businesses to flourish • <i>During 2020/21 we will</i> 	
Enable Economic Recovery from Covid-19 ensuring all residents benefit from growth	
Goal	Achievements
Ensure our borough becomes stronger post Covid-19 by supporting businesses to recover, adapt and build resilience.	A significant level of direct and indirect advice, support and emergency grants were provided to local businesses to support them through the pandemic. This includes an enhanced and tailored business support and advice offer, delivered by Colchester Business Enterprise Agency (Colbea), enabled through CBC funding.
Work with partners to facilitate a high skill, high wage, low carbon workforce.	CBC has maintained ongoing engagement with Partners including South East Local Enterprise Partnership (SELEP, Colchester Institute, University of Essex, and Essex County Council to encourage and promote skills training and upskilling of the existing and new workforce. This includes for example signposting digital skills training, to help local people act to the changing economy. Several other initiatives to help local talent retention and stimulating the tech sector of the economy have moved forward this year – including additional investments (including part of the Town Deal) and work towards a business case for a new Care Tech hub in North Essex.
Develop opportunities to ensure the new economy is greener, sustainable and more resilient.	The Town Deal coupled with wider investment such as DfT's 'Emergency Access Travel Fund' include significant investment into Colchester for initiatives encouraging adoption of active and sustainable travel modes. These include new high-quality cycleways, liveable neighbourhoods, and new high-quality public realm, which are being planned now. New working space is being

	built and more explored; to help local people in the knowledge economy work locally after the pandemic, rather than out-commuting to distant offices, reducing travel and thus pollution.
Work with our partners to enable Colchester town centre to be a more vibrant, resilient and adaptable to future change.	Collaboration with the BID and other partners including Essex County Council has been strengthened through the pandemic. Town Deal accelerated £1m investment secured is enabling delivery of targeted public realm projects which will enable Colchester to be a more vibrant town centre; these are now moving into delivery phase.
Transform the Northern Gateway as a hub for improved wellbeing, physical activity, jobs, housing and renewable energy.	The Sports Park completed in November 2020 and opens on 26 April 2021. The Walk commenced in July 2020 and completes in Summer 2021. CNG South will commence construction in early 2022. Turnstone is also agreed and will move into construction phase, whilst the Energy Centre will also commence in 2021 and is currently progressing through the tender process to award a contract for this built (with the pipework and chambers already installed in 2020)
Address the inequality of access to Gigabit Broadband in communities.	<p>Over 100km of broadband cabling has been delivered in 2020-2021. There is now a direct link from London to Colchester and the Metronet has commenced development.</p> <p>Broadband deployment works started in July 2020 and will complete mid-2021.</p> <p>The High Street works were coordinated with ECC and deployed early, before the town centre “re-opened”, in order to allow the pavement repairs to follow on with minimal disruption to the re-opening town centre businesses.</p> <p>The Local Full Fibre Network (LFFN) Project has led to over £10m of private investment being secured from VX Fiber who have also started deploying ultrafast broadband into our most deprived wards using our new network and parts of Council owned sites for equipment. These areas would otherwise not be provided for by the open market for many years.</p> <p>Other opportunities are beginning to emerge as this innovative project becomes more recognised within the telecoms industry, putting Colchester on the map.</p>
Tackle local skills shortages working with businesses, University of Essex, Colchester Institute and other partners.	Engagement has continued with Partners including SELEP, Colchester Institute, University of Essex, and Essex County Council to encourage and promote skills training and upskilling of the existing and new workforce. The Town Deal includes investment in digital hub(s) which will

	bring significantly expanded skills provision, upskilling the local workforce and helping them adapt to change, with more roles now requiring digital skills.
Work with partners to deliver a shared vision for a vibrant town	
Goal	<i>Achievements</i>
Agree a Town Deal with partners and the Government to attract significant new investment.	<p>On behalf of We Are Colchester (Town Deal) Board, our Town Investment Plan was submitted on 31 October 2020. This culminated in an £18.2m award to Colchester as part of the 3 March 2021 budget statement, bringing hope and cause for optimism in our communities and businesses, in an otherwise very difficult year.</p> <p>Furthermore, this new board, which was established and facilitated by CBC, has provided a strong and visible platform for investment; starting with, but not limited to Town Deal. Through this mechanism, CBC and partners will seek additional / catalyst funding to support all the projects identified in the TIP where possible, which may include a 'Levelling Up Fund' (LUF) application.</p>
Collaborate with the town centre Business Improvement District (BID).	Collaboration with the BID and other partners including Essex County Council has continued. This included a considerable amount of recovery work to re-open the town centre following government restrictions including funding for a number of projects. This work supported the re-openings and provided confidence in the town centre as a destination.
Continue to regenerate Colchester Town Centre using Council assets, aligned private investment, the Town Deal and Town Investment Plan.	Our Town Deal application led to Colchester securing £18.2 million of additional / catalyst funding for projects identified in the TIP. Additionally, SELEP Local Growth Fund (LGF) awarded £3.77m for the new Grow-on scheme at 43 Queen Street (former bus depot site).
Create an environment that attracts inward investment to Colchester and help businesses to flourish	
Goal	<i>Achievements</i>
Ensure our strategy for inclusive economic growth supports the ambitions outlined in the North Essex	The work on the Town Deal will inform the Colchester Economic Strategy (refresh is due later in 2021 once the new Strategic Economic Growth Manager is in post). This planned work will also respond to the growth ambitions of the North Essex Growth Strategy and the 'Economic

Growth Strategy, the Local Industrial Strategy and our Town Deal.	Recovery & Renewal Strategy' (which has now superseded SELEP's Local Industrial Strategy), and adopted Local Plan Part 1.
Ensure a good supply of employment land and premises to attract new businesses and allow existing firms to expand and thrive.	<p>Up to date local plan in place that allocates sufficient land.</p> <p>Up to date local plan in place that contains policies to encourage economic growth.</p> <p>Approval of applications in line with policies adopting a flexible approach where necessary.</p> <p>Temporary measures were introduced to facilitate businesses reopening in a COVID secure manner without needing permission. Flexible approach to enforcement to allow businesses to operate.</p>
Encourage green technologies and innovative solutions to the Climate Emergency.	Council received funding for 25 electric cargo (eCargo) bikes and electric trailers from Energy Saving Trust to contribute to decarbonising the Council's fleet, as well as the fleets of ten local businesses.
Maximise the Social Value benefits derived from third party contracts.	From October 2020, the Council started issuing tenders using the Social Value framework developed by the SVP and tailored for Colchester. Given the time needed for submission of bids, evaluation and award of contracts before the period of work starts, it is anticipated that reporting on the delivered benefits will be available towards the end of 2021-2022.
Ensure the Council's assets continue to contribute to economic growth and opportunity. Develop a decarbonisation financial strategy and investment plan.	Work on the Asset Management Strategy is progressing. There are a number of projects that have emerged during 2020/21 and will emerge in 2021-2022 for Council-owned sites, including Rowan House, Vineyard gate, Britannia park, Leisureworld, several Northern Gateway sites, and others to follow.
<i>During 2020/21 we will</i>	
Goal	<i>Achievements</i>

Develop and agree the Council's Economic Recovery plan.	The Council's full Recovery Plan has been developed and implemented. It was pre-scrutinised by the Scrutiny Panel at the meeting in August where no major changes were identified. The plan was approved by Cabinet on 2 September 2020 and the plan monitored on a regular basis. Alongside many other actions that support economic recovery from Covid 19, our successful Town Deal award of £18.2M in March 2021 (plus £1M of additional accelerated funding) forms a major part of the economic 'cell' of the plan (see below).
Agree the Town Deal bid and Town Investment Plan (TIP) submission with partners.	Town Deal – Town Investment Plan was submitted 31 October 2020. This has led to Colchester securing £18.2 million of additional / catalyst funding for projects identified in the TIP.
Deliver the Local Full Fibre Network (LFFN) project.	As above, commenced in July 2020 and has the first customers connected. Roll out continues into mid-2021.
Work in partnership to support our Business Improvement District (BID).	More extensive and effective collaboration and engagement than before has been done this year, working with the BID and other partners including Essex County Council and SELEP to ensure effective and joined-up working on initiatives to boost business, the town centre and smaller economic centres in the Borough.
Providing enhanced support to businesses through Covid-19 working with business networks to direct appropriate interventions.	Extensive, effective, and well-targeted direct and indirect support to business has been provided by CBC to help build resilience. This includes CBC providing funding to Colbea to provide additional and tailored advice.
Commence 'The Walk' and provide the attractive main pedestrian and cycle boulevard through Northern Gateway South.	As above, commenced in July and continues on time and in budget.
Complete and open Colchester Northern Gateway Sports Park.	As above. Completed November 2020 but the opening has been delayed by national Covid restriction and will now open on 26 April 2021.

Celebrating our heritage and culture:

- Agree and implement a new Cultural Strategy that supports our cultural assets
- Strengthen Colchester's tourism sector and welcome more visitors each year

- Protect, enhance and celebrate Colchester's unique heritage
- ***During 2020/21 we will***

Agree and implement a new Cultural Strategy that supports our cultural assets

Goal	<i>Achievements</i>
Work with partners to deliver a collaboration Cultural Vision and Ambitions for the borough with Delivery of Strategy in 2021-2022.	<p>This project was halted temporarily during the procurement phase in April 2020. The Council remained committed to the delivery of a Cultural Strategy for Colchester. However, the entire cultural and creative community in the Borough, from National Portfolio Organisation (NPO) to grassroots level, was and continues to be massively impacted by Covid, and faces ongoing challenges into the future. Therefore, the assumptions underpinning the original scope and the desired outcomes needed to be revisited with key local stakeholders and Arts Council England (ACE), as the major investors in culture in the Borough.</p> <p>Consultation with major stakeholders including Ace, Creative Colchester and the Colchester based National Portfolio Organisations, took place over autumn 2020 as planned.</p> <p>A revised brief and timeline was agreed and following a competitive tender process specialist consultants Counterculture were appointed at the end of March 2021. They will work with the Council and partners on the Strategy between April - October 2021 with an estimated final delivery date of November 2021.</p>
Agree the key milestones and investment necessary to deliver the strategy.	Budget and milestones agreed. See above. Investment Strategy resulting from the work will form part of future budget setting discussions.
Continue to provide sustainable grant funding to support Mercury Theatre, Firstsite and Colchester Arts Centre (CAC) and help the sector to adapt and recover from the impact of Covid-19.	<p>Three-year grant funding commitment agreed for 2020-2023.</p> <p>2020-2021 Strategic Arts Partner grants front loaded at the beginning of year in line with Arts Council England (ACE) to support organisations through Covid.</p> <p>Additional match funding committed to unlock Cultural Recovery Fund Kick Start funding for in train capital project at CAC. CAC subsequently received grant of £128, 182 from the Fund.</p>

Identify further opportunities to improve the cultural offer for residents and visitors.	<p>Covid 19 has hugely impacted the cultural sector, severely disrupting normal operations for freelancers, organisations and businesses. At the onset of lockdown, the Creative Colchester Board and Project Group combined to meet online every two weeks (normally every 2 months), to provide additional representation and support for the sector. The relevant Director and PfHs from CBC Leadership attended to update representatives, signpost to grants, other funding and listen to concerns. Meetings reverted to bi monthly in 2021, but replacing Project Group meetings with a regular public forum open to all those working in the creative sector.</p> <p>Grants for the Creative Events Fund were awarded in February 2020 for a wide range of activity across the arts and the Borough's communities. Due to Covid restrictions the majority did not take place in 2020, and grants have been held over until summer 2021 onwards. However, a number of projects were repurposed and delivered either online or in a socially distanced format, providing cultural opportunities for residents and financial support to arts practitioners and organisations during this challenging time.</p>
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Strengthen Colchester's tourism sector and welcome more visitors each year

Goal	<i>Achievements</i>
Promote Colchester's heritage and visitor attractions to increase visitor numbers and to support jobs.	<p>2019-2020 saw the highest visitor numbers at the Castle since 2015 (a peak following the 2014) redevelopment), despite the museums closing in March due to COVID. The Castle and VIC reopened after lockdown on the 23 July (although the Natural History Museum and Hollytrees remain closed due to staffing and social distancing restrictions). They were amongst the first in the country to do so with even many nationals not reopening until late August and September. Prior to the second national lockdown, the Castle saw visitor numbers approach 70% of the previous year – far higher than the majority of like organisations that typically saw between 25% and 40% of pre-COVID visitor numbers. The display of the Turner masterpiece, 'Walton Bridges' in September helped sustain those numbers.</p> <p>The Natural History Museum reopened for October half-term thanks to funding from the Culture Recovery Fund. This grant (£84,500) has also allowed the service to develop a number of resources, notably in terms of fundraising to assist with the museums' recovery.</p> <p>School visitor numbers were very low although the service has responded by creating a digital Schools offer and 360 tour which is anticipated to be a useful legacy well into the future.</p>

	<p>Prior to the January lockdown, the Service was able to deliver a fully booked, and socially distanced Christmas grotto, attracting 1,227 children and parents.</p>
<p>Expand the events programme to encourage more visitors and position Colchester as a destination for major events.</p>	<p>Events programmes were hugely disrupted by Covid. Most events had to be cancelled or postponed in 2020 although some were successfully managed with social distancing rules in place in more permissive summer 2020 periods. This has been managed well and now re-commencement of weddings and events have had to be flexibly implemented with ever-changing safety advice.</p> <p>Events are now being booked for 2021 including Olly Murs in Castle Park, the Nearly Festival, Oktoberfest and other events all keen to return as soon as safely possible.</p> <p>The Women's Tour of Britain cycling event will take place in Colchester in October 2021 (and again in 2022). This will boost the town centre economy and provide social value, being a, internationally televised event with world and Olympic champions competing. Colchester's profile will benefit from such events.</p>
<p>Work with partners and the Town Centre Business Improvement District (BID) to improve the public realm for residents and visitors.</p>	<p>In focusing on recovery and reopening of the town centre, the Council and Our Colchester have worked closely with many partners (such as Essex County Council) and set up working groups across organisations.</p> <p>The Council collaborated with these partners on messages of information, reassurance and support to businesses, residents and visitors to the town centre. This has included promotional activities to support the reopening of the local economy, such as the launch of "Shop Local" in Colchester, a Facebook campaign promoting businesses that have remained open and/or changed their business model due to Covid-19 restrictions; digital messaging on social media and a digital 'Welcome Back Colchester' leaflet and printed distribution of that leaflet to around 45,000 urban households, within three miles of the town centre.</p> <p>The hashtag #WelcomeBackColchester has also been used on social media to highlight the steps being taken to make the town centre safe and to reassure people it is safe to come back to the High Street.</p> <p>In addition, the highways authority for Colchester (Essex County Council) have undertaken a 'Safer, Greener, Healthier' campaign across the County to support town centre recovery. In</p>

	<p>Colchester this has seen temporary measures such as increased cycle and footway widths, reduced speed limits and restrictions on vehicles that can access the High Street.</p> <p>Funding has been provided to the BID to support the installation of parklets at 5 locations in the High Street, providing additional space to the footway and outdoor seating areas. In addition, provides the opportunity for introducing trees and planting to this urban area.</p> <p>Throughout the lockdown period, public conveniences have remained open and heightened cleaning regimes have taken place. Public enforcement has also continued to be carried out.</p> <p>In partnership with Essex County Council, a comprehensive programme of joint replacement, slab replacement, deep cleaning and surface sealing has been undertaken on the full extent of the footways extending the length of the high street.</p> <p>A competitive tender process has been undertaken and a new Christmas lighting scheme will be implemented this year.</p> <p>Officers are working with the BID and other key stakeholders to undertake a tourism signage replacement programme.</p> <p>Green Heritage award has been achieved for Castle Park.</p> <p>To support Councils to help their local high streets get safely back to business, on 24th May, central Government announced a new fund. The aim of the funding was to enable the safe reopening of High Streets and other commercial areas, and to provide a safe trading environment for staff and shoppers. The focus of the funding was on the building of resilience and adaptability of traders in the context of the economic impact of Covid-19. Officers have worked with the BID, Wivenhoe, Tiptree, Mersea and Dedham Councils to develop action plans and identify the support required to open High Streets safely using this fund. It has contributed towards a Specialist Campaign Officer to deliver the plans, installation of signage, hand sanitisers, TV and social media adverts. More work is planned, particularly following the latest announcement of the extension of the fund.</p> <p>The Town Deal Bid / Town Investment Plan incorporates improved public realm through specific projects within the Town Deal Boundary, in both the accelerated £1m phase (now in delivery), and the main award.</p>
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Improve the information available to Visitors through the launch of a new improved Website.	New www.visitcolchester.com website launched August 2020 with improved functionality (particularly for mobile devices) and content. Design includes extensive use of video recycled from the Colchester tourism ad and newly commissioned for the project.
Protect, enhance and celebrate Colchester's unique heritage	
Goal	<i>Achievements</i>
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.	<p>Structural works on the Roman Church have been completed and the monument is protected. A new interpretation panel has been produced and will be installed at the Roman Church in late May.</p> <p>Heritage Manager working with Civic Society to deliver appropriate commemoration for Capt Jones and Lt Pinto. A new interpretation panel has been produced and will be installed at St Botolph's Churchyard in late May. Further interpretation is being developed, initially for Capt Jones with that for Lt Pinto dependant on the future of Holy Trinity Church. The required consents will be sought shortly (Scheduled Monument Consent (SMC) and faculty).</p> <p>An interpretation panel on Priory street (Bastion 5) has been installed and the panel for the Balcerne Gate replaced</p> <p>An options appraisal of the Town to Port trail is in progress and will report shortly.</p> <p>The Heritage Manager/ Heritage officer delivered a digital programme for Heritage Open Days in 2020. 14,827 people were engaged online by 14 films (10 of which produced by the museum service) and 7 venues opened for socially distanced visits, including the Roman Circus Centre. The Castle also provided a special offer in lieu of the usual open day. Planning for HODs 2021 is well advanced, but dependant on the progress with managing Covid-19.</p>
Continue to deliver a major exhibition at Colchester Castle bi-annually.	Decoding the dead is a project supported by Arts Council Designation funding. The exhibition in the summer of 2021 is anticipated to feature the results of scientific analyses of early Roman remains in Colchester commissioned by the museums service in partnership with the University of Reading. Due to the associated human stories and scientific investigation the exhibition and other outputs (such as a 'FutureLearn' online course) should attract significant public and media interest. The Service is collaborating with the media company, 'History Hit' to further promote the exhibition through film and podcasts.

	It is anticipated that the display will assist in the recovery of Castle admissions, income and contribute to the wider Colchester economy through tourism.
Encourage and support the use of our Heritage sites for Community events, activities and theatre.	<p>The Castle team have worked hard to identify activities (new and existing) that can be hosted safely. The Escape room experience were reinstated in-between lockdowns and bespoke tours introduced including 'Dark Tours' for Halloween.</p> <p>With support from a grant from the Department for Media, Culture and Sport (DCMS) 'Culture Recovery Fund' the Natural History Museum reopened for October half-term before closing again for the November lockdown. A partnership has been established with Bernado's and Virgin Care and the Natural History Museum will now be a centre every Monday for the Essex Health and Wellbeing Service that provides an important parenting support service for the local community.</p> <p>C360 were awarded £14k from a successful grant application (in partnership with CBC) to Architectural Heritage Fund. This has enabled the first stages of feasibility work towards the development of a new Community Hub which also safeguards this Grade I listed building and opens up opportunities for heritage interpretation of the Anglo Saxon Tower, the oldest standing building in Colchester Town Centre. Town Deal will now be able to provide most, or all of the match funding needed to take this project to final delivery.</p>
<i>During 2020/21 we will</i>	
Goal	<i>Achievements</i>
Develop and agree approach to delivering a new Cultural Strategy in collaboration with partners and commission work.	<p>Consultation with major stakeholders including Arts Council England, Creative Colchester and the Colchester based National Portfolio Organisations, took place over autumn 2020 as planned.</p> <p>A revised brief and timeline was agreed and following an open tender process specialist consultants Counterculture were appointed at the end of March 2021. They will work with the Council and partners on the Strategy between April - October 2021 with an estimated final delivery date of November 2021.</p>

Complete the Mercury Rising project.	Construction work is complete on this project, and it is processing throughout final sign off procedures, the theatre have moved back in and will re-open as soon as they can safely do so.
Deliver Decoding the Dead in Colchester.	<p>Decoding the Dead is externally funded helping to mitigate against the risk of delivering an exhibition at a time when social distancing may still be in effect. The exhibition will help to restore visitor figures and income to pre-COVID levels, subject to COVID related restrictions. Under normal circumstances a 10% increase would have been anticipated. The media friendly news stories generated by scientific analyses on ancient human remains should also have a legacy in improving the profile of the museum service. Collaborations with 'History Hit' and Dan Snow is expected to encourage physical visits as well as a digital reach of hundreds of thousands of people.</p> <p>The project will provide a blueprint for future collaborations with university partners.</p> <p>Digital outputs such as a 'Future Learn' course in partnership with the University of Reading should engage in access of 10,000 students internationally. The co-produced elements of the project will also better engage the community and assist in our objectives linked to Arts Council whose funding will continue to be critical to the service.</p>
Launch a new Visitor Website.	<p>Website launched August 2020 supported by a Google Ad words campaign. Despite very reduced activity on the old site during the initial Covid lockdown period, and traditional drivers of usage such as events and accommodation being severely curtailed by the crisis, rolling year statistics initially showed a 10.9% increase in users as at end Sept 2020 (representing an additional 34K users) driven by the improvements to the site and post lock down pent up demand. Unfortunately, the subsequent lockdowns with a ban on travel, the cancellation of events and the closure of accommodation, attractions and hospitality again slowed usage of the site drastically during autumn/winter 20/21. However, as at end of March 2021 usage is beginning to climb again (up 34% on the previous March) as lockdown restrictions ease and new planned content is added. This includes two new digital walking trails with historic themes, Roman Walls and The Siege Of Colchester which together were downloaded over 1,400 times between launch in mid-March and the end of the month.</p> <p>The official Visit Britain TXGB booking platform has been added to the site with recovery funding from VB and will go live in April 2021.</p>

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.	Very early (RIBA Stage 1) Feasibility work has commenced on this site, with Cabinet agreeing to progress work on a housing-led scheme to create a “liveable neighbourhood. Amphora Homes are leading this project through 2021 and architects Ash Sakula hve created a well-received concept scheme that restores the historic street pattern and creates a vibrant public space adjacent the town wall, with 70 homes and active ground floor uses.
Seek grant funding and implement schemes to enhance Balcerne Square and St Nicholas Square as new public spaces to showcase the adjacent assets.	£1m accelerated Town Deal funding has been secured, with these schemes now in community engagement and final design phase.