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



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

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

G1 Help make sure Colchester is a welcoming place for all residents and visitors.	
Action	Achievements
Maintain and Promote Colchester's visitor attractions.	 Business and Annual Marketing Plans are in place for Leisure World and Aqua Springs Castle Park Management Plan 2018-2020 is agreed by PFH and have undertaken consultation with user groups and Ward members, but not a wider public consultation. The Plan will be published on the website for wider public consultation in January, with a final version in place by February High Woods Country Parks Management Plan 2017-2020 agreed and in place Marketing / development plans agreed and in place for Colchester Museums and Parks Introduction of new Resident Pass and promotion in place. 2,464 Passes sold to 3.508 local residents in the first six months

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

Delivery of Northern Gateway project (Turnstone), United Way and Sports (North of A12) to extend Colchester's offer and sense of arrival.	Approval of planning consent for CNG Sports Hub has been achieved. Main contract works will start on site Jan 19. Master planning is underway for CNG South with an outline planning application scheduled for submission December 18. Turnstone scheme now has planning consent work ongoing to refine scheme detail.
Support Skills Development across Colchester wherever opportunities present themselves within Council Services.	 Delivery of the Heritage Lottery Funded 2018-2022 Skills for the Future programme at the museum service Museum Trainee assessment days held on 10 and 11 September Offering placements to veterans through Project Nova and Walking with the Wounded, and placements for wounded.
G3 Promote inward investment to the I	porough.
Action	Achievements
Ensure there is a supply of employment land and premises to attract new business and allow existing firms to expand and thrive.	Permission granted in August 2018 for Stane Park (Phase 2) - commercial development expected to deliver 400 jobs.
Produce an updated Economic Strategy for the Borough.	Initial work underway. Intern starting in October who will review best practice and relationship to other evidence base documents and Council strategies.
G4 Develop jobs, homes, infrastructure Garden Communities.	e and communities to meet the borough's future needs by creating new
Action	Achievements

Adoption of a new Local Plan and Development Plan Documents for Garden Communities.	Local Plan Committee agreed to proceed with Local Plan at meeting on 13 September. Updated evidence base and new sustainability work will be submitted to the Inspector following approval and consultation next year. Revised Local Development Scheme to be prepared for Local Plan Committee in November.
Progress and develop options to inform future delivery of Rapid Transit.	Further work on Rapid Transit being undertaken and expected to report later this year. Revised Local Development Scheme to be prepared for Local Plan Committee in November which will identify milestones.
Empowering communities by enabling initiatives (use of section 106), community facilities and open space.	 The Community Enabling team to continue to work with local communities across the borough to initiate community facility projects using S106 funds Communities are working with Amphora to deliver the facility for the Stanway development which includes a consultation with residents Parks Officers working with the local community and Ward Cllrs to provide new outdoor gym equipment at Mile End Sports Ground and playground equipment at Longridge Open Space

G5 Work with partners to create a shared vision for a vibrant town centre.	
Action	Achievements
Develop a multi-agency night time economy action plan to create a diverse, vibrant and safe town centre at night.	 Night Time Economy (NTE) action plan in place agreed by key partners Alcohol related NTE preventable crime levels linked to licensed premises remain very low Continued positive engagement with NTE venues and Pubwatch, and University of Essex

	 Progress made with health partners to share relevant data to aid prevention work to reduce alcohol related harm in NTE New Taxi Policy ready to go live which includes compulsory vulnerability training for drivers to aid with NTE dispersal
Deliver Vineyard Gate development as a new urban quarter to compliment the town centre and provide an attractive mixed-use development to complement the town wall.	Initial concept design work completed, work ongoing to establish best mix of uses for the site to complement the town centre and provide an attractive mixed-use development and site acquisitions ongoing to support site assembly. Planning working with Amphora to support the project design process.
Improvements to Town Centre during the day.	As part of # Better Colchester, there has been the introduction of Town Centre Action Plan and Monday morning partnership meetings – a partnership approach to tackle issues such as aggressive begging, anti-social behaviour, street drinking and drug use/supply affecting the Town Centre. Over £300k of additional resources agreed and implemented for town centre cleanliness activities including overnight cleaning Overnight pavement deep cleaning and chewing gum removal completed in the following locations, High Street, Head Street, St Johns Street, Osborne Street, St Botolph's Street, Queen Street Team 10 initiative underway with additional PCSO resources agreed BID support provided and voted YES new advisory board set up and manager recruitment underway Focussed enforcement underway

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

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

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

Action	Achievements
Encourage belonging, involvement and responsibility in all the borough's communities.	A range of initiatives have taken place. These range from small neighbourhood activities to improve the local environment, through to health and wellbeing projects. For example:
Promote responsible citizenship by encouraging residents to get involved in their communities and to identify solutions to local issues.	 Dementia Awareness events for residents highlighting the statistics and support services available We have several residents that have expressed an interest in becoming one of our Tree Wardens. We are currently liaising with the Tree Council to finalise a launch date for the scheme
Identify and support the skills, knowledge, connections and capacity within communities to make them more resilient and to reduce inequalities.	 Litter warriors supporting and providing a link to residents and community groups including linking into national campaigns like the Great British Spring Clean in April 2018 Startwell initiatives (see W4)
Supporting vulnerable residents or those with complex needs.	The Customer Support Team has received funding from the DWP to deliver employment and support services to those furthest from the labour market.

	In addition, we have been commissioned by the DWP to support residents claiming Universal Credit.
R2 Encourage re-use and recycling to reduce waste to landfill.	
Action	Achievements
Continue to promote waste minimisation, reduction and recycling to our residents.	Plastic collections for flats have been introduced. In the first phase of implementation, 6,866 residents, 63% of flat residents in the borough, will benefit from these facilities and be able to recycle their plastics at home. Work continues with management companies to implement in their properties.
R3 Educate those residents who behave	ve anti-socially about the impact of their behaviour.
Action	Achievements
Encourage behaviour change to reduce ASB, including nuisance behaviour and noise.	 Introduction of Town Centre Action Plan and Monday morning Partnership meetings – As G5 Public Space Protection Order Consultation at Mill Road, with good communications and press coverage. Litter warriors as R1
Deliver a robust enforcement approach across the borough.	 Robust enforcement in licensing delivering compliant premises (zero licencing reviews) in reduced issues/complaints Successful health and safety prosecutions which will benefit the wider public Enforcement with increased Zone Warden Patrols in areas which have experienced dog fouling issues Mill Road Sports Ground Enforcement with Fixed Penalty Notices being issued for breaches of the Public Space Protection Order including failing to pick up after dog fouling and dog not on lead

	Night time enforcement in the town centre taking place in October	
R4 Increase the supply of good quality homes by using legal powers to reduce the number of empty homes and improve standards in the private rented sector.		
Action	Achievements	
Maximise the opportunities available through Eco-flex and Warm Homes funding to improve energy efficiency of homes in Colchester, out lined in the Home Energy Conservation Act (HECA) Report.	Eco-flex statement of intent signed, agreed and launched on CBC website. Available to private sector households, including owner occupiers and private tenants. Warm Homes project continues to offer emergency heaters scheme which has been utilised by several local residents.	
R5 Create new routes for walking or cycling and work with partners to make the borough more pedestrian- friendly.		
Action	Achievements	
Maximise all opportunities, including through S106, to deliver enhanced cycling and walking routes and	 Colchester Orbital included as an allocation in the emerging Local Plan with commitment to link to new development wherever possible Presentation to Local Plan Committee in November 	
infrastructure.	Development Team and the Sustainable Transport Team including the Colchester Travel Plan Club continue to deliver solutions that promote sustainable transport solutions through major development proposals and S106 contributions	

Plans and through Beat the Street legacy work.	 Support provided to Colchester Hospital to help staff explore alternative modes as new parking management system being rolled out Promotion events at University of Essex including led rides for students which has helped encourage travel behaviour change
	 Beat the Street final report shows 8% of Beat the Street participants are walking for travel on 5 or more days per week, six months after end of the project. Commencement of project in Bourne Valley, following Beat the Street project, to co-design a space for local residents to enjoy and regularly access

Opportunity – Promoting and improving Colchester and its environment:

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

O1 Promote Colchester's heritage and	visitor attractions to increase visitor numbers and to support job creation.
Action	Achievements
Heritage Explorer Trails for walkers and cyclists across the Borough.	Initial work underway to produce a heritage trail which will promote the borough's historic sites and encourage healthy lifestyles. Phase 1 in progress to produce circular walking routes in the town centre.
Manage, promote and maximise the opportunities of our heritage attractions.	 Marketing / development plans in place for Colchester Museums and Parks Introduction of new Resident Pass and promotion in place Partnership working with Visit Colchester and Visit Essex and Greater Anglia 6,827 people visited the 36 venues that took part in Heritage Open Days in Colchester this year, including 2212 visitors to the Castle on 8 September

	Draft Town Wall Management Plan circulated to key stakeholders for comment
O2 Encourage green technologies through initiatives such as SMART Cities.	
Action	Achievements
Introduce electric vehicle charging points to CBC owned car parks, encourage their introduction across Colchester and encourage electric	New charging point in Priory Street being investigated.
vehicle use.	Framework and options for procurement identified – currently awaiting connection of three-phase electricity supply.
O3 Help business to flourish by suppo Improvement District.	rting infrastructure for start-up businesses and facilitating a Business
Action	Achievements
Manage, Promote and maximise the opportunity of our Charter Market and Street Trading.	Christmas Market Special Event has been viewed over 600,000 times via Facebook event page, with 24,000 confirmed interested in the event (10 times the exposure and interest of last year's event).
	Five Street Food Vendors Received Golden Oyster Award at Food & Drink Festival in June. Evening Markets to be considered.
	Carrel Everming Markets to 20 certainers.
Trial closure of High Street at night time and weekends.	Pedestrianisation was agreed by Cabinet on 11 July as a priority for the Public Policy Initiatives Panel (PPIP) to investigate. The NTE are aware of this potential and welcome the opportunity.

O4 Ensure a good supply of land available for new homes through our Local Plan.	
Action	Achievements
Ensure the Council has an adequate supply of land available to meet the housing need within the Borough.	The Local Plan has now reached the examination stage and is progressing. An updated Housing Land Availability Assessment was published in July 2018 which showed there was a 5-year supply of land.
O5 Promote initiatives to help residents live healthier lives.	
Action	Achievements
Place air quality and reduction of harmful emissions and at the forefront of Council decision making.	To support National Clean Air Day on Thursday 21 June the Council introduced a No Motor Vehicle Idling Policy for the users of CBC vehicles, CBC staff using their own vehicles for business travel and motor vehicles visiting Council offices.
Work with Bus operators to implement emission reduction technology to busses operating in Colchester.	
Engagement through the Livewell campaign - communities, families and individuals provided with information and signposting about all that is on offer to improve health and wellbeing in the region.	Livewell branding guidelines are being developed in partnership with Local Authority's across Essex. Communication templates developed to promote CBC interventions and services that contribute to improved wellbeing. Website content and social media promotes activity happening in Colchester including complimentary campaigns such as #Colchesterforfree and #BetterColchester.

Implement changes to internal
processes and report templates to
embed considerations (and data) about
health and wellbeing into decision
making.

'Health in all policies' approach introduced, report templates include a requirement to consider health & wellbeing. Equality Impact Assessments also now prompt the consideration of impact on health and wellbeing.

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

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

W1 Encourage belonging, involvement and responsibility in all the borough's communities.	
Action	Achievements
Work with partners to undertake a new Joint Strategic Needs Assessment for Colchester.	Joint health & wellbeing priorities have been established through the NEE Health & Wellbeing Alliance. Work is ongoing to ensure priorities reflect need locally and tackle the challenges set out in Colchester's published health profiles.
Enable communities to identify priorities and find solutions. Encourage belonging, involvement and	Community Services attend regular meetings with Essex Integration and other organisations supporting migrant families in Colchester who continue to support the Syrian Resettlement Programme
responsibility in all the borough's communities. Promote responsible citizenship by encouraging residents to get involved in	We have worked with ECC and Home Office colleagues to support migrant families with housing, local community integration, attending driving lessons, gain work experience, and employment.

their communities and to identify solutions to local issues. W2 Work with Essex Police and partner. Action	Encouraged use of Locality Budgets to enable residents to get involved with community projects and find solutions to problems. Dementia Awareness events have been held for residents highlighting the statistics and support services available in the borough. ers in the Safer Colchester Partnership to make Colchester an even safer place. Achievements
Active participation in Safer Colchester Partnerships priorities and outcomes.	 Initiatives the Partnership have carried out include: Introduction of Town Centre Action Plan and Monday morning Partnership meetings Operation Diss delivered alongside Essex Police to tackle issues of aggressive begging and anti-social behaviour in Town Centre Street Weeks initiatives delivered to 3 locations across the borough to date (next event planned for October 2018) to tackle issues identified by local communities and encourage/enable residents to become involved/identify solutions Local Community Meetings take place on a monthly basis across the borough to encourage residents to report issues and engage with partner agencies Leadership of Safety Advisory Group to ensure all large events in the Town Centre are appropriately risk assessed and public safety is maintained Information sharing ensuring activities are not duplicated and intervention is immediate and appropriate
Maintain and expand Licensing Enforcement Group to ensure partnership working based on multi agency tasking to jointly tackle problem premises, promote good practice, provide training and encourage the early	 Licensing Enforcement Group continues to deliver joined up management of problem premises Projects identified and scoped to promote responsible drinking (Drink Less Enjoy More) Preventable issues related to NTE premises remain low and engagement with trade positive

identification and call in of hidden harms.	 Pubwatch event re hidden harms well received Group expanded to include University of Essex, Zone Wardens, voluntary sector to maximise knowledge of issues and joint working opportunities Licensing involvement in Police operations to manage off sales to street drinkers Licensing, Food and Safety involvement in Street Weeks in May 2018, another planned for October 2018
W3 Create new social housing by bo	uilding Council homes and supporting Registered Providers.
Action	Achievements
Redesign of Greenstead Centre Tamarisk Way.	Master planning well underway following initial public consultation with the preferred option due for public consultation early 19. Extensive consultation with commercial tenants ongoing, costings and feasibility being developed and work with land owner partners is progressing. The Council's Urban Designer has supported the evolution of the masterplan and work towards an eventual submission.
Work with registered providers and private developers to deliver new affordable housing.	As at the end of September 2018, a total of 74 new affordable homes had been delivered. The Council have paid £224,703 of a total grant of £449,406 to Winnocks and Kendalls Almshouse Charity as their scheme to build 9 additional affordable homes has started on site. The Council has also agreed to provide grant of up to £450,000 to Haig Housing for up to 9 additional affordable homes for ex-service personnel.
Use our own land and resources to deliver new council homes.	 HRA Bid was developed and submitted [since used to create HRA borrowing proposals with a separate paper to be presented to Cabinet in January] Cabinet approval sought for the disposal of four sites and a number of changes to the financial modelling to allow the development of over 300 new homes including 116 affordable homes

	Initial feasibility completed on all garage sites
W4 Target support to the most disadvantaged residents and communities.	
Action	Achievements
Continue to deliver the Startwell Colchester Programme to Support children, families and young people to get the best start in life.	Outcomes from Startwell interventions include: 75% individuals supported by the crisis housing project report that their education and learning, and their mental health have improved. 100% report that their home and money situation has improved.
	The end of project report for beat the street identified an increase in participants walking for travel on 5 or more days 6 months after the game and an increase in participants meeting guidelines for 150 minutes exercise per week. The project legacy includes the development of a framework to support community consultation re access to and use of green space in more deprived communities.
	Two planned Five ways to Wellbeing initiatives delivered in secondary schools reported improved scores on wellbeing measures, and less disruptive behaviour/more engagement from students post intervention.
Provide customer insight and statistics to target support and access for customers appropriately.	 Provided public health data and mosaic likelihoods to support the Winter Warmth campaign Provided an analysis of the evaluation of participants in workshops run as part of the No Filter project in collaboration with Essex Libraries Providing data on population health across the borough to help inform the development of Leisure World's Life Enhancing Activity Programme Provided data for the Visually Impaired (phone) Line working group to get that set up, and continually monitor Create performance dashboards to monitor effectiveness of interventions made by the Macmillan Welfare Benefits Team

	 Created bespoke reports in Macmillan AIMs database to effectively monitor different customer demographics (e.g. Referral Trust) Created monthly report to show effectiveness of customer interventions at the Community Hub
Prevent households from experiencing homelessness and tackle rough sleeping.	The way CBH provide advice and assistance to households since the introduction of the Homelessness Reduction Act has fundamentally changed, resulting in homelessness being prevented for 49 households, and 24 households who are homeless have been helped to secure accommodation.
	The Rough Sleeper Co-ordinator has worked with 28 clients from 1st April until the 30 September. All these rough sleepers have been provided with support/advice/assistance. Five rough sleepers have been housed.
Work with partner and community organisations to help safeguard, and to advance equality of opportunity and access to services for, vulnerable groups.	 We continue to use our robust processes in all equality impact assessments We have gathered evidence for the annual Equality and Safeguarding report which will be presented to Governance Committee in November During the period, the Safer Colchester Partnership has continued work on two Domestic Homicide Reviews and has provided relevant information following 'scoping enquiries' on Partnership Learning Reviews, Serious Case Reviews and Domestic Homicide Reviews
Supporting vulnerable residents to stay safe and independent at home	 Recruitment to a new Healthy Homes Manager post to lead a specialist team providing support and access to home adaptations and disabled facilities grants in addition to proactively supporting residents at greater risk of admission to hospital and expediting discharge back home Pilot of a new specialist in-house CBC based Occupational Therapist to liaise directly with ward based therapists to support swifter hospital discharge
W5 Help residents adopt healthier lifes	tyles by enabling the provision of excellent leisure facilities and beautiful green

W5 Help residents adopt healthier lifestyles by enabling the provision of excellent leisure facilities and beautiful green spaces.

Action	Achievements
Work together with system partners to achieve challenging targets in a small number of key areas that will have a significant impact on major health conditions.	Action Learning has seen a variety of wellbeing interventions receive further funding and evaluation with a view to replicating and scaling approaches to reach a wider audience. Worked with North East Essex Alliance partners to develop system priorities and a framework for delivery.
Work with Sport England, System partners and the community to deliver the Essex Local Delivery Pilot (ELDP).	Initial research, insight gathering, and action learning undertaken in 'Chapter One' of the pilot is coming to an end in October 2018. A new Pilot Coordinator and Community Engagement post has been recruited to with the post holder starting in November 2018.
Protect, enhance and deliver a comprehensive green infrastructure network, including the Colchester Orbital, and seek opportunities from future developments to improve connectivity to the network.	Green infrastructure identified and protected from development within the Local Plan. This achievement is linked to the R5 action and achievement (Colchester Orbital). New development is expected to incorporate open space in line with policies.
Dementia Friendly Activities at Leisure World Colchester Deliver a range of activities for people living with dementia and their carers Activities include: Fitness Pool swimming available under the guidance of qualified teachers, table tennis, badminton and "Song & Memories" sessions.	Up to 5 September 2018: 67 sessions with 220 attendances in total. The original programme has been extended and the activities will continue to run from September to December 2018. We hope to see attendances increase during this period.

Diabetes Support Programme at Leisure World Colchester Working in partnership with the National Diabetes Prevention Programme and GP Surgeries to deliver a 12-week programme aimed at those who have been diagnosed with diabetes or prediabetic health conditions. Develop knowledge of Diabetes and its treatment Build awareness and motivation to exercise. Physical activity sessions & nutrition support. Max 16 people per programme.	The first course in May had 8 attendees who all completed the 12-week programme and are now attending a regular Diabetes class run as part of LEAP Scheme on a Thursday afternoon. The 2nd 12-week course started on the 13 September with 7 attendees.
Provision of access to mainstream physical activity and sporting sessions at Leisure World Colchester	Launched Sport for Confidence Programme at Leisure World Colchester. The programme works with a range of health, social care and community stakeholders who provide support and deliver services to groups and individuals most likely to face barriers to getting active. The scheme places an Allied Health Professional and sports coach alongside each other delivering physical activity sessions designed to bring people who would otherwise not access leisure facilities improved health and wellbeing outcomes.
Develop a Colchester Parks and Green Space Strategy – linking healthier lifestyles, community volunteering, green spaces and new funding streams.	Friends of Castle Park autumn walk schedule in place. Improvement to Castle Park Toilet facilities on schedule to meet deadline April 2019.