

Our Colchester

2018 – 2021 Strategic Plan Action Plan (SPAP)

Year Two (2019-2020) Year End Report

GROW

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 Museums and 2019's Adorn Exhibition.	Despite the closure of Colchester's museums on the 16 March, the Castle saw 88,160 visitors (including school groups) over the course of the year, up modestly from 87,580 on the previous year. Total income at the Castle is on target at £548,487 (target £547,900). 32,189 visitors attended the ADORN exhibition, excluding school groups. The total number of visitors to the three museums in Colchester was 160,520, down just 516 people on 2018/19 despite March's closures.
Provision of excellent visitor services and tourism promotion of Colchester.	Highlights of the Colchester Visitor Survey 2019 conducted at the VIC: Of those questioned 54% were from the UK outside of the local area and 44% from overseas. 70% making a first visit to Colchester. 18% visited as a result of print, online or other promotions including the Colchester TV ad. Top reasons for visiting

were heritage and culture, things most enjoyed: museums, parks and open spaces, heritage and architecture. The large number of independent shops was also referenced. 97% rated Colchester's visitor attractions good or excellent; 88% rated overall appearance of the town centre good or excellent; 92% rated the welcome they received across the town as good or excellent.

Bespoke promotional initiatives delivered in addition to core print, online and event promotions which include the www.visitcolchester.com website, the official Visitor and Mini guides and attendance at travel trade shows:

Visit Colchester chosen as one of four destinations nationally to take part in the 'Game of thrones UK Takeover';

Official promotional tie in between Visit Colchester and the feature film of the popular children's BBC TV history programme and book franchise 'Horrible Histories: Rotten Romans' made.

'Colchester For Free' campaign promoting free attractions, events and activities took place across the Borough in summer 2019. The project aligned with the Livewell campaign and was aimed at including residents and visitors with limited financial resources. It included the Colchester Family Heritage Treasure Trail - a free family activity with a prize for those completing the Trail. The latter featured the Roman Circus Centre and the Roman Church to raise awareness of those sites, in alignment with broader Alliance objectives around heritage. Just under 800 copies of the trail were either downloaded or collected from the VIC

An Easter/ start of tourism season promotional campaign including the launch of a new website was pulled due to Corvid 19 and will be rescheduled as part of a recovery package later in the year.

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 and remain relevant to the expected growth of the Borough.	The business plan was completed and passed political scrutiny; to be consulted upon between April and June.
Deliver new and improved Mercury Theatre by September 2020.	Despite some in-year challenges this project remains on schedule to complete in August and re-open in September 2020.
G2 Ensure residents benefit from Colchester'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 walk from the station to the town centre.	<p>North Station Road and Environs designated as a Conservation Area in October 2019.</p> <p>Continuing to liaise and work with Greater Anglia to enable improvements in the vicinity of Colchester Station and encourage more people to walk and cycle to the station.</p>
Delivery of Northern Gateway project (Turnstone), United Way and Sports (North of A12) to extend Colchester's offer and sense of arrival.	Prior to Covid-19 impacts, the Sports Park was due to open in September. The Walk (Boulevard) was due to commence work shortly, the energy centre was also due to start work in the summer. A revised deal at Turnstone requires a new planning permission to be submitted in the Spring/Summer of 2020 whilst the South Masterplan is still under consideration and due to be determined in August 2020.

<p>Support Skills Development across Colchester.</p>	<p>The introduction of the apprenticeship levy allowed us to take a much more strategic approach by using apprenticeships to address future workforce needs and close critical skills gaps.</p> <p>11 new apprentices started were recruited in 2019/20 and 21 existing staff started new apprenticeship programmes which has supported our ambition to develop and enhance the skills of our workforce.</p> <p>The museums service received funding in 2018 to deliver the 'Transforming People to Transform Museums' trainee programme (TPtTM). The following elements have been delivered:</p> <ul style="list-style-type: none"> • All 9 year 1 trainees completed the traineeship with three going on to find work in the museum sector and 1 to complete level 4 training in social care • Year 2 trainees have been recruited through Job Centre drop- in sessions, creating links with other community projects and liaison with Sixth form colleges and schools • Trainees have participated and completed the "Working with Volunteers" course run by Community Action Suffolk to gain valuable experience and training • Year 2 trainees continuing to design community projects for the summer that will provide an open and inclusive learning experience for some of the communities' under represented groups • Year 2 trainees working closely with the Hold (Suffolk records Office) to design heritage walks and curate the Pride exhibition • Ipswich, Leiston, Stowmarket, Newmarket and Colchester JCP'S now offering drop -in sessions for the project officer to attend and speak to targeted individuals who have been put forward by their case worker
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	<ul style="list-style-type: none"> All supervisors from CIMS and partner museums are being offered targeted courses such as Mind's 'Mental Wellbeing' course, City and Guilds Learning to Assess course and a bespoke course on mentoring to enable them to increase their skills and confidence
G3 Promote inward investment to the borough.	
Action	Achievements
Ensure there is a supply of employment land and premises to attract new business and allow existing firms to expand and thrive.	Additional hearing sessions in January 2020. Inspectors letter awaited to inform next steps to adopt new LP. Plentiful supply for employment land in adopted and emerging LP's. Proposals approved and further inquiries from commercial developers.
Produce an updated Economic Strategy for the Borough.	Evidence base work published but work on Strategy on hold due to Covid-19 priorities and need to support local businesses.
G4 Develop jobs, homes, infrastructure and communities to meet the borough's future needs by creating new Garden Communities.	
Action	Achievements
Adoption of a new Local Plan and Development Plan Documents (DPD) for Garden Communities.	Additional hearing sessions in January 2020. Inspectors letter awaited to inform next steps.

Progress and develop options to inform future delivery of Rapid Transit.	<p>In August 2019, it was announced that the A120/A133 Link Road and Rapid Transit System (RTS) had been successful in securing funding.</p> <p>In Autumn 2019, ECC carried out public consultation on RTS (and link road) route options.</p>
Securing and utilising S106 contributions to fund community infrastructure.	Contributions introduced as a unilateral undertaking (legal agreements) under S106 of the Act on 1.12.19 to capture schemes for under 10 units. Monitoring fees reintroduced on all S106 agreements.
G5 Work with partners to create a shared vision for a vibrant town centre.	
Action	Achievements
Develop a multi-agency night time economy (NTE) action plan to create a diverse, vibrant and safe town centre at night.	<p>Robust enforcement through use of Town Centre Action Plan is being used and we are working with partners to reduce begging and street drinking in Town Centre. Toward the end of 2019 in a 5-month period, 452 FPN's issued using Artemis enforcement (external contractor) for weekends and night-time economy.</p> <p>Nights of action, supported by Essex Police's Operational Support Group, took place on the 5 and 19 October and 7 December resulting in 6 arrests, and 1 vehicle seized.</p> <p>Project Servator (which aims to deter, detect and disrupt a range of criminal activity, including terrorism, while providing a reassuring presence for the public); 89 deployments between April and November resulting in 7 arrests and submission of 26 intelligence reports.</p> <p>Work in partnership with the 'Proactive Team' in Essex Police is being undertaken to assist with enforcement campaigns, including action around licensing. As well as</p>

	<p>stop and search work on Licensed vehicles in relation to drug running, trafficking and CSE. Stopped and checked 70 plus vehicles.</p> <p>Continued work with all venues through pub watch in relation to the NTE. Update and training sessions carried out by the Police and counter terrorism team, also Stop the Traffic in relation to CSE and vulnerable groups.</p>
Progress redevelopment of Vineyard Gate as a new urban quarter to compliment the town centre and provide an attractive mixed-use development which enhances the town wall.	The scheme is a major Town Centre site being adapted to reflect changing markets and town centre requirements and will be considered along with other sites in the Town Centre as part of the Town Deal programme of work and possible 'Recovery' proposals in the coming year.
Improve cleanliness and community safety to town centre during the day.	<p>We are currently running Cycling Enforcement and Education Days in partnership with the Police.</p> <p>In June we were going to launch a littering campaign where we advertised and recruited for more litter warriors.</p> <p>We have now purchased two new Karcher machines which enables us to clean the streets in the town centre to a very high standard.</p> <p>The wardens are working in partnership with The Bid Ambassadors on The Neat Streets Campaign signing up businesses to take a pride in their shop fronts.</p> <p>Wardens are working with the PCSO's and CBH outreach workers to tackle ASB within the town centre under the Public Space Protection Order.</p> <p>We have now recruited two Enforcement Wardens to serve the night-time economy.</p>

	Regular TCAP meetings held with the police, probation, CBH Anti-Social Behaviour team to ensure an excellent multi agency approach to ASB.
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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
Take an Asset Based Community Development Approach (ABCD) – Enable the growth of sustainable resilient communities, building capacity, connections and empowering people to take action on things that are important to them.	<p>Working in partnership with Nurture Development, a series of training sessions and workshops have been delivered to both statutory and voluntary sector partners and community members across the system and across the borough. Thus far a total of 6 training sessions or workshops have been delivered since July 2019 with more to follow, delivering to approximately 90 attendees.</p> <p>In addition, LDP team are working with University of Essex to ascertain the impact of the ABCD approach.</p>

Supporting parish councils to prepare Neighbourhood Plans (NHP) for their communities.	Wivenhoe, West Bergholt and Eight Ash Green Neighbourhood Plans adopted. Tiptree NP submitted for consultation prior to examination and referendum. West Mersea and Marks Tey NP's also progressing well.
R2 Encourage re-use and recycling to reduce waste to landfill.	
Action	Achievements
Continue to promote waste minimisation, reduction and recycling to our residents.	<p><u>Residual household waste per household</u></p> <p>Target: 346kg per household.</p> <p>Actual: 350.91kg per household.</p> <p>Colchester continues to produce low levels of residual waste.</p> <p><u>Household waste reused, recycled and composted</u></p> <p>Target: 53%.</p> <p>Actual: 53.34%.</p> <p>Colchester continues to reuse, recycle and compost high levels of material.</p> <p>Comparing with other Local Authorities in the Region, Colchester is in the top 5 Authorities.</p>
R3 Educate those residents who behave anti-socially about the impact of their behaviour.	
Action	Achievements

<p>Multi-Partnership approach to understanding and tackling local priorities linked to anti-social behaviour.</p>	<p>Annual Partnership Plan produced for the period April 2019 – March 2020 (following partnership consultation and Strategic Assessment of Crime). Key Priorities are to tackle organised criminality, gangs and county lines, driving down anti-social behaviour and violent crime in public places and increasing confidence in identifying and reporting hidden harms.</p> <p>Robust enforcement through use of the Town Centre Action Plan and working with partners to reduce begging and street drinking in Town Centre.</p> <p>Multi Agency Coordination Panel (MACP) in which partners have targeted individual criminals and used their combined powers to disrupt the criminal in addition to the criminality.</p> <p>Hate Crime Awareness and Hate Crime Ambassador sessions have been delivered to CBC and CBH staff, providing an overview of what is a hate crime, what a hate incident is, how prevalent they are and how to report a hate crime effectively. Further to this, Hate Incident Reporting Centres (HIRCS) have increased to 6 in Colchester (with a network of 60 across Essex) with further planned.</p> <p>Public scrutiny of Safer Colchester Partnership (SCP) undertaken at Crime and Disorder Committee on 10 September 2019. Further public scrutiny of SCP was due to take place on 23 March 2020 however this was postponed due to the COVID-19 outbreak.</p>
<p>Deliver an appropriate enforcement approach across the borough.</p>	<p>Partnership working continues with town centre policing team to enforce community protection warnings and notices. Cycling enforcement continues monthly within the town centre and castle park working with Essex police, castle park rangers and neighbourhood wardens. Litter campaign was due to start to enforce “your litter your responsibility” this is using funding from better Colchester.</p>

	<p>Two weekly town centre action plan meeting are held to tackle enforcement within the town centre.</p> <p>Public space protection orders are being reviewed and the Car park PSPO is out for public consultation. All PSPO signs have been renewed and updated within PSPO areas.</p>
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.	Warm Homes funding is continuing through a partnership with Aran Services. Activity to improve energy efficiency in the private sector is being continued as part of the Council's response the climate emergency agenda.
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 funding through planning contributions,	Working with colleagues and developers to ensure walking and cycling measures are delivered through the planning process and via S106 contributions including:

<p>to deliver enhanced cycling and walking routes and infrastructure.</p>	<ul style="list-style-type: none"> • Improvements to Rowhedge Trail including improvements to path surface (S106 funded); • Wayfinding study from and to University accommodations, the university and town centre is underway (S106 funded); • Study completed on university links (zig zag bridge) funded by S106 contributions. <p>Working with partners to deliver enhanced cycling and walking routes, and infrastructure including:</p> <ul style="list-style-type: none"> • Working with Safer Colchester Partnership, Essex Police and Colchester Travel Plan Club to deliver BikeWise campaign to help reduce bike theft. • Local Cycling and Walking Infrastructure Plans (LCWIP): working with ECC to promote investment in Colchester, identifying priority corridors and supporting priorities with a network of routes.
<p>Work with partners to promote sustainable travel behaviour change, healthier lifestyles and reduce car dependency.</p>	<p>Colchester Travel Plan Club (CTPC) working with businesses and organisations, including CBC, CBH and new members such as Hiscox, to support, encourage and influence employees and students to travel sustainably. CTPC also secures funding from ECC each year to maintain the Cycle Colchester website and send out a monthly newsletter.</p> <p>Working with developers to encourage refresh and updates to Travel Plans through the planning process, including Hythe Mills Student Accommodation Travel Plan.</p> <p>Air Quality behaviour change project continuing to look at ways in which air quality can be improved in the AQMA area, including by promoting walking and cycling for short journeys.</p>

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
Deliver 'Heritage Explorer' trails for walkers and cyclists across the Borough.	<p>The heritage dataset from the Historic Environment Record has been transferred to the Colchester Orbital project, and has been uploaded as an interactive GIS layer on the Orbital website, to provide heritage-related information along the route of the Orbital:</p> <p>https://www.walkcolchester.org.uk/the-colchester-orbital</p>
Maximise the opportunities of our Council owned heritage attractions to increase visitor and revenue numbers.	<p>Colchester Museums have redeveloped the events programme with activities such as 'Meet Flame the Dragon' and the Planetarium, visitor numbers have increased by nearly 10% on last year, curtailed by the impact of coronavirus in March. The major exhibition ADORN, also contributed to this figure.</p> <p>New income generating initiatives have been set up - 'Knightzzz at the Museum' (sleepover events for schools and families), together with a new 'Escape Room' have contributed to ensuring the Service met income targets despite March's closure.</p> <p>The Service has successfully partnered with Norfolk Museums for their emergency purchase of a Turner painting, due to be displayed at the Castle in September 2020. Likewise, a partnership with the University of Reading has brought in £100,000 of Arts</p>

	Council funding for a research project on Roman cremation burials anticipated to attract media attention and public interest for an associated exhibition in 2020.
O2 Encourage green technologies through initiatives such as SMART Cities.	
Action	Achievements
Introduce electric vehicle charging points across the borough and encourage and enable electric vehicle use.	Plans had been developed to install EV charging points in several car parks across the Borough. The project has been held up due to the impact of Covid-19. .
O3 Help business to flourish by supporting infrastructure for start-up businesses and facilitating a Business Improvement District.	
Action	Achievements
Manage, Promote and maximise the opportunity of our Charter Market and Street Trading.	<p>Trialling alternative trading days and alternative locations to provide a better infrastructure has commenced, with the aim that the market should be in an easily accessible hub which can be utilised as a go-to destination, attracting tourists and locals alike. The market is going to reinforce the narrative that it is an affordable incubator for start-up businesses and will profile traders to highlight the journey prospective traders can enjoy.</p> <p>The transition from the old stalls to traders using their own stalls has been implemented reducing outgoings and releasing staff hours back into Neighbourhood Services.</p> <p>Four Street Food Vendors won Golden Oysters (First place prize) at Colchester Food & Drink Festival 2019</p>

	<p>Colchester Chilli Challenge drew media and public interest for the third and fourth year running. It was well-attended and received. Local businesses donated prizes in return for publicity.</p> <p>The Christmas Market attracted crowds of up to 10,000 (matching levels when event was privately managed). Traders turnover was 5 times that of a typical market day.</p> <p>Special event at St Botolph's Priory was well-received and plans are in development for future events at this historic site.</p> <p>Partnership with Lion Walk gives greater flexibility for promoting themed markets and we are developing an event programme for Love Your Local Market Fortnight (May 16 to 30) focusing on a arts, crafts and creativity and tying in with first Colchester Fringe.</p> <p>Entry to Market of the Year was postponed. The Service will revisit the application once the restructuring of the market is complete – the transformation story will form the basis of the submission and will be a great way of relaunching the market locally and nationally.</p>
Deliver new "Grow on space" (place for smaller start-up businesses to move on to as they establish) linked to the Creative Business, at the former Queen Street Bus Station.	A funding bid to SELEP was unsuccessful in the initial round of bids but could come forwards in due course. That will allow the project to be progressed further.
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 housing needs within the Borough.	<p>Awaiting Inspectors letter to inform next steps on Local Plan adoption.</p> <p>Updates undertaken to Annual Position Statement on housing land which demonstrate a 5 year supply.</p>
O5 Promote initiatives to help residents live healthier lives.	
Action	Achievements
Support projects and initiatives which aim to reduce pollution levels and therefore have a positive impact on the boroughs air quality.	<p>The DEFRA funded air quality project commenced in September 2019. The project focuses on encouraging no vehicle idling and supports behaviour change by encouraging cycling and walking. The first part of the project was to raise awareness of poor air quality and this was carried out by a short film and a survey. The results of the survey have been considered and the next part of the project to develop a no idling brand for signage and marketing has begun.</p> <p>In March 2020 the Council was also successful in obtaining further DEFRA funding for a feasibility study into driver facing countdown timers for drivers and an investigation and a study into the effectiveness of 'switch off' behaviour change messages at traffic light signals.</p>
Promote the Livewell campaign – Utilise opportunities to provide communities, families and individuals with information and signposting about all that is on offer to improve health and wellbeing in the borough.	The Livewell model/ethos has been adopted by the Health and Wellbeing Alliance (CCG led multi-agency partnership) across the NEE footprint and the One Colchester Partnership has also adopted the Livewell ethos, leading to a greater focus on prevention and health and wellbeing across the system. The Community Model of Care workstream within the H&W Alliance, once redesigned using the Livewell ethos will begin to deliver the behaviour change required for improved health outcomes.

	<p>However, CBC has not adopted the Livewell model as yet. In addition, due to loss of P/T Public Health Officer post through restructure in 2019, some of the intended public facing focus of this work through the health and wellbeing Livewell campaigns has not been realised, therefore recognition of Livewell branding has not increased much.</p> <p>There is an increase in provision of MHFA, suicide prevention and resilience training for staff. Several members of Communities staff are developing a suicide prevention training package funded by the ECC Public Health grant.</p>
Implement improvements to internal processes and report templates to embed considerations (and data) about health and wellbeing into decision making.	Health & Wellbeing in all policies approach adopted and templates updated.

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
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<p>Work with partners to develop insight and research to support the North Essex Alliance to improve health outcomes for Colchester.</p>	<p>Essex University delivered a quantitative research report which provided assurance with regard to data on health outcomes locally, confirming data we had already obtained.</p> <p>Anglia Ruskin University commissioned to undertake qualitative research into the lived experiences and wider determinants of health and well-being, to inform priorities and future action.</p> <p>Project board established to oversee progress. Project on track and due to deliver by end May.</p> <p>In light of the Covid-19 crisis amendments were made to the project to ascertain how the crisis was affecting vulnerable populations.</p>
<p>W2 Work with Essex Police and partners in the Safer Colchester Partnership to make Colchester an even safer place.</p>	
<p>Action</p>	<p>Achievements</p>
<p>Active participation in Safer Colchester Partnerships priorities and outcomes.</p>	<p>Annual Partnership Plan produced for the period April 2019 – March 2020 (following partnership consultation and Strategic Assessment of Crime). Key Priorities to tackle organised criminality, gangs and county lines, driving down anti-social behaviour and violent crime in public places and increasing confidence in identifying and reporting hidden harms.</p> <p>Several initiatives delivered or supported including TCAP (package of enforcement, support, awareness and education to tackle issues of street begging and drinking in Town Centre), Nights of Action (5 and 19 October, 7 December), Virtual Crew (to deliver community safety messages to year 6 pupils), Rural Toolkit (launched October 2019 in conjunction with Rural Crime Week to provide communities with ideas, information and support to make their neighbourhood a better place to live); this was further supported by Op Vocal (providing flexible deployment of the</p>

	<p>Community Policing Team into rural areas based on intelligence and demand and has seen numerous deployments across our rural communities addressing issues from speeding, to drug use).</p> <p>Leadership of Safety Advisory Group to ensure all large events in the Town Centre are appropriately risk assessed and public safety is maintained.</p>
Maintain Licensing Enforcement Group with partners using multi agency tasking to tackle problem premises, promote good practice and tackle early identification of hidden harms within the day and night time economy.	<p>Licensing Enforcement Group continues to meet monthly, only a small number of problem premises being monitored. Main issue now is drug related rather than alcohol related. Currently working with the Police to look into the Hidden economy.</p> <p>Counter Terrorism / Vulnerability training delivered to local businesses via Pub Watch and CARA sexual abuse awareness delivered to Door Staff via Pubwatch September 2019.</p> <p>Businesses signed up to Disc system to identify problem individuals within NTE and DTE. Now up and running with details of problem offenders being shared and checked by the Police.</p>
W3 Create new social housing by building Council homes and supporting Registered Providers.	
Action	Achievements
Secure new affordable homes that are owned by the Council, from the 4 mixed-tenure housing developments being undertaken by Colchester Amphora Homes Ltd (CAHL).	Legal agreements securing these homes were completed in June 2019. Creffield Road and Military Road (now 100% affordable scheme) obtained permission at the end of 2019 and will commence construction in the summer 2020, despite Covid-19 impacts, for occupation in 2021 as planned. Mill Road planning application is currently under consideration with St Runwald Street to follow. Whilst some sites are delayed, approximately 30 additional affordable homes are now being forecast as a result of changes.

Work with registered providers and private developers to deliver new affordable housing.	In 2019/2020, 237 affordable homes were delivered. This brings the total number of affordable homes delivered between 2018 to 2020 to 362 , The target was increased from 350 homes to 400, by the end of the Strategic Plan period. The new affordable homes include 35 former council homes sold under the right to buy and purchased by the Council; Winnocks and Kendalls Almshouse scheme of 9 new affordable homes for older people which was completed with the support of grant totalling £449,406 from the Council's RTB receipts; with the remaining homes being delivered by our housing association partners.
Use our own land and resources to deliver new affordable council homes through the use of under-used garage sites.	The first three planning permissions were obtained in December 2019 and January 2020. The sites will start construction in Autumn 2020 despite delays caused by the Covid-19 impacts. The next phase is now at feasibility stage and being explored through Spring/Summer 2020.
Use our own land and resources to deliver an improved sheltered accommodation scheme.	Residents consultation at Elfreda House had led to over 50% of existing tenants being successfully re-homed. The empty units are currently providing a temporary "Covid Protect" site. Plans for a 37-home scheme are being progressed ready for a start of demolition in early 2021; which is as scheduled.
W4 Target support to the most disadvantaged residents and communities.	
Action	Achievements
Work with partners to coordinate and enable the delivery of projects, interventions and activity focused on supporting families, children and young people in Colchester to get the best start in life.	Through the Local Delivery Pilot (LDP), work is underway to target families with dependent children to reduce inactivity and improve health outcomes. Too early to tell if there is a reduction in referral to MH services or if young people are more active. However, there is an increase in community led and designed projects with over 25 applications for microgrants already been received.

	<p>In addition, there has been significant work done on setting up a youth zone in Colchester with a feasibility study recently been completed.</p>
<p>Customer insight and statistics. Target support and access for customers appropriately, using research.</p>	<p>End 2019-Ongoing: Working with the Air Quality Engagement Officers on the idling campaign and ensuring the worst hit areas for air pollution in the Borough are better off as a result.</p> <p>March 2020 – Likely vulnerable Covid-19 residents by location (filtered down by category (i.e. age and health status) to show which groups best matched, then pulled the groups and plotted the postcodes.</p> <p>October 2019 – King Edward Quay Public Consultation : supported the Communities Team by conducting a public consultation at King Edward Quay on the Hythe to capture public feedback on how Section 106 money should be spent. The aim of the project was to identify needs and ideas for regeneration of the area. Feedback was collated and a report was submitted to the Communities Team.</p> <p>February 2020 – Stanway Community Centre Public Exhibition :To the support ongoing project to deliver a new community facility in Stanway using S106 funding, Research worked with Communities and Amphora to deliver a public exhibition event. Plans and designs for the new facility were exhibited and Research put together some participatory appraisal exercises to capture public feedback. In addition, an online questionnaire and face-to-face interviews were also used. Feedback gather was used to amend and enhance the plans.</p>
<p>Prevent households from experiencing homelessness and tackle rough sleeping.</p>	<p>From April 2019 to the end of March 2020 homelessness was prevented for 223 households and 139 homeless households were assisted to secure alternative accommodation under the relief duty.</p> <p>From April 2019 until the end of March 2020, 158 people were provided with support, advice and assistance to help them move off the streets and 144 rough</p>

	<p>sleepers have been housed during the same period. These figures include people that have been provided with emergency accommodation during the Covid 19 public health emergency.</p>
<p>Work with partner and community organisations to advance equality of opportunity and access to services for, vulnerable groups.</p>	<p>Diversity Steering Group fully established with good representation across all CBC services. The group continues to provide an active forum for the discussion of equality and diversity issues that affect both the Council workforce and the borough population.</p> <p>CBC is represented at the Essex Equality Network and Essex Faith Forum to ensure we maintain good working practices and work collaboratively with partners across the County.</p> <p>EQIA process has been updated and improved, to enable and support good decision making across the Council.</p> <p>An annual Equality and Safeguarding Report was delivered to Governance Committee in October 2019, which detailed a full account of activities and progress.</p>
<p>Work with partner and community organisations to help safeguard vulnerable people.</p>	<p>Designated Safeguarding Officers (DSO's) continue to make referrals to Adult Social Care and Children & Families Hub.</p> <p>Support is continuing for Domestic Homicide Review (DHR) and Serious Case Review (SCR).</p> <p>CBC Safeguarding Policy reviewed and approved by Full Council in January 2020.</p> <p>CBC Suicide Protocol also reviewed and approved by Full Council in January 2020.</p>

	<p>Level 1 Safeguarding eLearning packages are available for all CBC staff and members to complete.</p> <p>Appropriate Suicide Awareness and Prevent Training packages are also being reviewed for delivery to staff (via eLearning).</p> <p>An annual Equality and Safeguarding Report was delivered to Governance Committee in October 2019, which detailed a full account of activities and progress.</p> <p>A Safeguarding Update was also provided to Leadership in November 2020.</p>
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.	<p>Adoption of the Livewell ethos and model by both the One Colchester and H&W Alliance Partnerships.</p> <p>Increased and sustained CBC involvement in the development of both prevention and Community Model of Care (CMoC) H&W Alliance workstreams to move the whole system towards prevention and working in partnership to achieve the measurements of success.</p> <p>CBC staff are leading several workstreams of both One Colchester and H&W Alliance work</p> <p>Cannot comment on individual 'measures of success' as too early to tell though key achievement thus far is via the use of the Livewell model. Though with regards the</p>

	MECC programme, CBC are supporting development of version 2 with funding & advice in order to enable implementation.
Work with Sport England, System partners and the community to deliver the Essex Local Delivery Pilot (ELDP).	<p>Investment plan completed and waiting to be published.</p> <p>Significant community engagement and discovery underway with over 25 applications for microgrants to increase activity in target audiences.</p> <p>LDP staff working with partners to co-produce larger investment bids.</p> <p>Engagement with and investment into partners to support the embedding of physical activity. C360, Age Concern and the Essex Children and Families Wellbeing Service have co-produced bids.</p> <p>H&W Alliance 'bewell' workstream is led by LDP staff and focused on decreasing physical activity across the system. Continuation of engagement with other system settings to increase importance of physical activity.</p> <p>Long term work which is in its infancy so cannot indicate yet on the impact on being more active.</p>
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.	Planning applications are required to deliver green infrastructure where appropriate and to provide links to enhance the Colchester Orbital such as a scheme at Berechurch Hall Road.
Dementia Friendly Activities at Leisure World Colchester	A further £2,000 had been sourced towards Dementia Friendly activity sessions via Active Essex/ Colchester. The funding facilitated further delivery, promotion and interaction of community groups with user sessions subsidised by 50% for each

<p>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.</p>	<p>user, supporting the long-term aim to be a fully self-sustaining service. This ran from September – December 2019 with a higher number of community carers in attendance within target audience.</p> <p>Activity sessions have taken place attracting 262 visits April – December 2019.</p>
<p>Diabetes Support Programme at Leisure World Colchester</p> <p>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 pre-diabetic health conditions. Develop knowledge of Diabetes and its treatment Build awareness and motivation to exercise. Physical activity sessions & nutrition support. Maximum of 16 people per programme.</p>	<p>Recent successes of 2018/19 diabetes programmes support services have now been incorporated in the LEAP GP Referral program with regular sessions delivered weekly with good levels of client usage and retention:</p> <p>Total attendees from the programmes: 19</p> <p>Still active using LW facilities: 8 (42%) - 87% LEAP classes, 38% using Activa gym facilities and 13% swimming.</p> <p>LEAP referral with Diabetes conditions and since April ‘19: 15 referrals (11 users are currently still active (73%) utilizing LEAP services min 1x PCW.</p> <p>12-week cardiac rehabilitation program set to be delivered Apl’20 incorporating 6-week’s classroom/ 6-week’s gym-based activity. Widening our clinical and community partnerships with Colchester General Hospital’s Neurology/ Cancer departments. Funding allocation transfer from internal CBC budgets 2019/2020 (TBC).</p>
<p>Develop a Colchester Parks and Green Space Strategy – linking healthier lifestyles, community volunteering, green spaces and new funding streams.</p>	<p>Following a restructure of the Service, the timeline for the strategy is yet to be devised. However, conversations with necessary partners and stakeholders has begun.</p> <p>Allotment database updated and all vacant plots identified ready to be offered out.</p>

The Service will work closely with colleagues to consider areas where Measured Walks will be appropriate across the Borough. Along with any opportunities that can be unlocked with the Colchester Orbital to support improvements in health, wellbeing and linking green spaces.

The Service has launched a trial of a dedicated maintenance team to monitor the play areas, and will work to develop this into the Communication Strategy of the Service.

The Service is investigating the use of digital technology produced by play equipment companies to create Smart Parks and to use counters to monitor usage.

Putt in the Park has launched.

Castle Park toilets have been improved albeit there were some challenges that meant the initial brief was reduced.