

Q1 Corporate Plan Delivery Plan Actions Report 2017-18

Promote thriving, safe and healthy communities

Action Code & Title	Description	Due Date	Desired Outcome	Resources	Latest Status Update
17-CPDP-01 Encouraging the production of neighbourhood plans	Support nine parish and town councils currently developing their neighbourhood plans; establish a neighbourhood plan network.	31-Mar-2018	Communities fully engaged in positively planning for sustainable development to deliver growth. Key stages reached by each neighbourhood plan Neighbourhood plan workshops for neighbourhood plan groups in March and September 2017 Neighbourhood Plan network established	-Support for Rural Community Council of Essex. £10K budget for 2017/18. -£15K budget provision for consultancy to support neighbourhood plan groups. -£35K grant in 2017/18 from Department for Communities and Local Government for community led housing delivery.	A Neighbourhood Plan Forum has been set up to share ideas and experiences across the District. As Great Dunmow has a "Made" Plan, they have offered to advise others on the lessons to be learnt from their experiences of preparing their Neighbourhood Plan. The next Forum meeting will be held in the Autumn.
17-CPDP-02 Encouraging young people to live well	Develop and deliver a campaign to raise awareness and participation in volunteering targeted at young people.	31-Mar-2018	a) Volunteering, engagement in civic life and being active. b) Young people feeling more informed and connected Decision as to whether to establish an Uttlesford Youth Council	Youth Initiatives Working Group budget	Successfully delivered Crucial Crew to 28 primary schools from across the District reaching 826 pupils with key safety messages delivered from various agencies. Creation of new Youth Council
17-CPDP-03 Engaging with communities	Develop a model for increasing community engagement (including information and consultation). Establish a Local Councils Liaison Forum.	31-Mar-2018	Residents' satisfaction with opportunities to be involved. New mechanisms for increasing engagement determined and timetable for implementation established	Support to member working group; further resources dependent on recommendations	A Local Council Liaison Forum has been established and a date at the beginning of September has been set for the first meeting. A Community Engagement Working Group has been established and work will start on this project later in 2017, following the conclusion of the youth engagement work.
17-CPDP-04 Working through the LSP and with	Develop a Health and Wellbeing Strategy that takes account of local and national priorities, including	31-Mar-2018	More effective collaboration and greater impact on health and wellbeing in Uttlesford Delivery of evidence-based programmes that	£26.5k pa - Public Health budget until Mar 2018.	New Health and Wellbeing Strategy completed and endorsed by Cabinet - the action plan is now being worked on and delivered in partnership with members of the board. Meetings held with partners

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partners to promote and address health and wellbeing priorities and activities through Livewell	physical activity and access to sport. Contribute to the work of the Uttlesford and West Essex Health and Wellbeing boards to deliver programmes that promote living well.		contribute to improved Health and Wellbeing. Health and Wellbeing Strategy is developed to respond to identified needs Health and Wellbeing data collection – and analysis. Indicators will be measured against the Public Health Outcomes framework		to explore opportunities to operate more collectively on the HWB agenda in Uttlesford and across boundaries
17-CPDP-05 Working with partners to tackle loneliness and isolation	Pilot a new approach to improve community resilience and reduce social isolation (as part of Essex Strengthening Communities pilot) focused on three geographic locations	31-Mar-2018	Reduction in loneliness and associated health impacts	Funding from ECC for engagement of the Young Foundation	Project plan in place. Research work completed in July. Evaluation process has now started with feedback on the findings planned by the end of September
17-CPDP-06 Working with partners to improve Community Safety	All specific actions detailed in the Uttlesford Community Safety Partnership (CSP) action plan	31-Mar-2018	Reduction in fear of crime and incidents of crime and antisocial behaviour	Within existing resources of community safety officer and all departments of the council	Working alongside the police analyst to deliver new Strategic Assessment - to be completed by October. Series of events planned and delivered through partnership working; crucial crew referred to above
17-CPDP-07 Delivering a new build council homes programme	Carry out development appraisals of identified sites and review business plan capacity to develop further sites	31-Mar-2018	Well designed and affordable new homes built to replace those lost through Right To Buy sales. Making a contribution to meeting local housing needs. Delivery of approximately 6 -10 properties per year	£6.89m – development budget within the Housing Revenue Account	Construction of properties on Sheds Lane sites due to commence in September. Feasibilities/consultations continuing, with 3 further sites identified to be progressed through to planning
17-CPDP-08 Promoting high standards in private rented housing	Develop a Private Sector Housing Strategy Develop a Private Sector Housing Renewal Strategy	31-Mar-2018	Strengthened relationships with private sector landlords. Safe homes, free from category 1 hazards for those living in the private rented sector. New strategies developed	£50k pa - private sector renewal grant	Both the Private Sector Housing (PSH) Strategy and Homes Repairs Assistance Policy were approved by Cabinet in May. Work has commenced to deliver on the key priorities of the strategy as outlined within the action plan
17-CPDP-09	Improve/Increase the scope of the Disabled Facilities	31-Mar-2018	Reduction in the time people have to wait for adaptations	£260k pa – capital /Disabled Facilities Grant funding	Successful delivery of the new Tenancy Sustainment Strategy has resulted in the tenancy sustainment

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Supporting people to remain living at home	Grant service. Enable more sustainable homes by increasing energy efficiency and reducing fuel poverty.		Reduction in cold homes and fuel poverty Updates to Corporate Management Team BRE data analysis Uttlesford's Energy Switch Scheme (3 times/year) for cheaper energy tariffs Deliver the targeted campaign in partnership with the Citizens Advice Bureau	£50k pa - private sector renewal grant	service being nominated for a Partnership Working Award in this year's You Make the Difference in Essex Awards. A new Well Homes initiative, focussing on vulnerable residents, is being developed to improve housing conditions and the health and wellbeing of residents living in private properties. Disabled Facilities Grant (DFG) services are now delivered in house resulting in streamlined processes and improved delivery times
17-CPDP-10 Delivering supported housing units for vulnerable/older people	Complete Phase I of the redevelopment of Reynolds Court and commence phase 2; remodel Hatherley Court sheltered accommodation; explore options to remodel Walden Place sheltered scheme and refurbish the listed main house for private sector flats Deliver extra care accommodation across the District.	31-Mar-2018	Provision of well designed, more suitable accommodation to meet vulnerable/older residents' needs, enabling moves from less appropriate housing, enabling older people to live independently. Handover of Reynolds Court Phase I Start on site of Reynolds Court Phase 2 Start on site of Hatherley Court remodelling scheme Completion of Radwinter Road extra care independent living scheme Start on site of Chelmsford Road Dunmow extra care independent living scheme Start on site of Everett Road scheme providing accommodation for people with learning disabilities	-£11.5m - development budget within the Housing Revenue Account	Reynolds Court phase I has completed and tenants have moved in. Phase II has now commenced and a new project timetable has been approved by the Home and Communities Agency (HCA). Remodelling of Hatherley Court is progressing well. Construction of first Independent Living Scheme in the district has commenced and currently working with partners to progress delivery of a second scheme in Great Dunmow

CP Priority 2 Protect and enhance heritage and character

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17-CPDP-11 Producing and adopting a Local Plan	Complete preparation of local plan.	31-Mar-2018	Growth accommodated in a sustainable manner Local Development Scheme will set out milestones	-Consultancy provision in budget	Regulation 18 Preferred options consultation commenced in July and will conclude in September, which sets out the preferred plan for accommodating the District's growth for new homes, jobs, infrastructure, etc.
17-CPDP-12 Promoting Pride in Uttlesford	Address non-managed areas of estates, supplementary litter picking of roadside verges and urban roads and maintaining roundabouts.	31-Mar-2018	Improved public realm Public realm agreement with Essex County Council Love Essex campaign 2017	Additional resource for Street Services team in budget Sponsorship income from roundabouts.	Public realm agreement awaiting information from ECC about current arrangements if any for roundabouts. Maintenance of landscaped areas in the highway has commenced, within currently available capacity. Love Essex campaign in preparation for launch in September.
17-CPDP-13 Working with others to increase access to the heritage and history of the District	Work with providers to increase access to the heritage	31-Mar-2018	Greater access to the Museum collections through digitisation and outreach programmes. Better access for the general public to Museum collections. Successful HLF bid for 2-year project 'Stories of NW Essex' to run 2017-19 Temporary co-location of Fry Art Gallery on museum site Measures in 2017-18: % of collections at Shirehill Store to be digitised at inventory level No. of schools and communities around Uttlesford engaged or consulted by Learning & Outreach Officer	Bid to HLF for Project-funded Collections Access Officer for 2 years with budget for digitisation and outreach Curatorial staff- and volunteer- time from Museum	The Fry Art Gallery has moved into the School Room, providing the gallery with much-needed extra space and the museums service with an income stream. An initial enquiry document for the 2-year "Stories of NW Essex" project (Stage 1 Heritage Lottery Fund bid) has been to the Museum Management Working Group and subsequently submitted to the Heritage Lottery Fund. Council officers and Museum Society representatives are arranging a meeting with HLF staff in September to discuss. Successful recruitment has taken place for the new post of Learning and Outreach Officer and the post holder will start in September. This will, in time, increase engagement with the local community through school visits and taking collections out into the community.
17-CPDP-14 Encouraging positive planning that values heritage and promotes	Review each individual building on the buildings at risk register on an annual basis Monitor the effectiveness of local plan conservation policies for the	31-Mar-2018	Listed buildings adequately maintained. 1 property at risk safeguarded/ brought back into use per year. Yearly monitoring report	-Existing budget provision for conservation and local plan	Work has progressed to produce and promote a local heritage list of non-designated heritage assets and to publish the updated report on listed buildings at risk. A warning letter has been sent to the owners of Tilty Mill, a Grade II* listed redundant water mill and permission has been granted by council to serve a

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growth	purposes of determining planning applications on an annual basis		Local Plan local development scheme		Repairs Notice.
17-CPDP-15 Opposing a 2nd runway at Stansted Airport	Maintain regular and positive contact with Manchester Airport Group	31-Mar-2018	Government aviation policy framework review does not support additional runway capacity at Stansted Department for Transport topic papers	Existing budget of £23k and reserves as required	The Government issued a call for evidence on the future of UK aviation in July. The council will respond in October. The government has also said that that it will be issuing a series of topic papers to inform a proposed National Policy Statement. The council will respond to these papers as they are published.

CP Priority 3 Support sustainable business growth

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17-CPDP-16 Promoting broadband and mobile telephony to support small businesses and home working	Investment in the Superfast Essex Phase Three programme. Lobbying of Superfast Essex to maximise the level of coverage in Uttlesford. Completion of the wireless superfast broadband project	31-Mar-2018	Create a competitive business location enabling retention of existing businesses, attraction of new businesses and business start-ups. Enhancing home working. 95% premises able to access fibre based superfast broadband by end 2019.	-Up to £500k investment in Superfast Essex Phase Three programme would be required from SIF. £100k budget to support wireless projects.	The council has signed a contract with ECC in relation to its capital contribution to the Phase 3 Superfast Essex roll out. The contractor will be accountable to Superfast Essex for roll out performance, and UDC will monitor reports to Superfast Essex. Buzzcomm has secured an access agreement to the High Garrett radio mast enabling additional customers to be served by wireless services with 3 months. This has triggered a further grant payment to BuzzComm.
17-CPDP-17 Promoting town centres	Resourcing of Town Teams and Economic Development Working Group across the District. Supporting the development of Business Investment Districts (BIDs). Creation of a district wide car parking strategy and action plan.	31-Mar-2018	Sustainable socio-economic hubs providing employment, services, business opportunities and places to meet and socialise. Delivery of action plans resulting in increased footfall. Delivery of potential Saffron Walden Business Improvement District Project Plan.	-Support for Town Teams £40k -Support for BID(s) £30k -Additional capacity to enable creation of car parking strategy, action plan and its implementation.	Engagement with businesses on the potential for a BID in Saffron Walden continues. Significant progress has been made on the improvements required at Lower Street car park in Stansted Mountfitchet; recruited an additional economic development assistant to focus on the car parking strategy.
17-CPDP-18 Promoting Economic Benefits of Stansted Airport	Work with London Stansted Cambridge Corridor, Invest Essex, Meet the Buyer and other partners and initiatives.	31-Mar-2018	Sustaining local businesses through supplying the airport and enabling attraction and retention of businesses. Delivery of Meet the Buyer event New business investment attracted into the airport locality including review of use of airport northside with Manchester Airport Group Additional Business Rates	£13k contribution to Greater Cambridge Greater Peterborough £10k contribution to London Stansted Cambridge Consortium	Stansted Meet the Buyer event scheduled for 1/11/17. The Draft Local Plan has proposed a new policy to release land no longer needed for aviation use at Northside Stansted. This policy is currently out to public consultation
17-CPDP-19 Working through the Local Strategic Partnership to promote economic growth, jobs and prosperity	Contribute to the work of the Employment, Economy, Skills, Environment and Transport Group, West Essex Alliance, Local Enterprise Partnerships, London Stansted Cambridge Corridor and others to deliver	31-Mar-2018	Sustainable local economic growth Delivery of the Employment, Economy, Skills, Environment and Transport Group work plan	Contributions to Greater Cambridge Greater Peterborough Local Enterprise Partnership and London Stansted Cambridge Corridor as above.	Corporate Economic Development Strategy scope agreed, the project team has met and a project plan is now in place.

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	programmes that promote economic prosperity				
17-CPDP-20 Encouraging more people to visit Uttlesford	Support the work of Town Teams and Economic Development Working Group in Stansted Work with the Saffron Walden Marketing Group	31-Mar-2018	Sustaining local businesses in the important visitor economy Promotion events in Dunmow and Stansted Increased visitor numbers at the key attractions in Saffron Walden i.e. Audley End House, Saffron Hall, Saffron Walden Museum, Fry Art Gallery	Support for town teams and Business Improvement District as above	Saffron Walden trial of horse and a carriage to move visitors to / from Audley End House and the town centre in July 2017. Marketing team strengthen with officers from Visit Essex (VE) & Visit Cambridge (VC). Service Level Agreements being prepared by VE and VC.
17-CPDP-21 Supporting business parks and business communities on industrial estates and support for the South Cambridge Science Cluster	Support the work of Stansted Business Forum, Stansted Airport Chamber of Commerce and Shirehill Business Network. Development of the Uttlesford Business Database. Membership of and work with Cambridge Cleantech Network. Support Chesterford Research Park.	31-Mar-2018	Sustaining local businesses growth Enhanced communication with key Uttlesford firms Growth in membership of the local business networks. Grow the Uttlesford Business Database to 2,000 entries. Deliver the Annual Business Breakfast. Additional Business Rates income for the Council	£4k Uttlesford Business Database £2k Annual Business Breakfast	Ongoing support for existing business networks; the establishment of a new Saffron Walden wide network (Meet the Town) delivered in August 2017. Annual Business Breakfast scheduled for September 2017. Partnership working with Invest Essex to create plan to promote Chesterford Research Park for inward investment.
17-CPDP-22 Encouraging the establishment of a higher education offer in Uttlesford	Work with South East Local Enterprise Partnership, Essex County Council, Harlow College and Manchester Airport Group to deliver a further education facility at Stansted airport.	31-Mar-2018	Fill gap in supply of skilled labour. Support local career path opportunities Delivery plan for further education facility	Not yet determined if any financial resources will be required	A planning application was submitted in May 2017 and approved in August. Target date of Autumn Term 2018 for opening although there is still £300k funding gap to be closed.

CP Priority 4 Maintain a financially sound and effective Council

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17-CPDP-23 Setting a Medium Term Financial Strategy that balances prudent use of investment, reserves and capital	To provide all reports and financial data as per the timetable in measures and milestones. Finance and Revenues and Benefits to continuously monitor the income and expenditure and liaise with relevant managers.	31-Mar-2018	Balanced budget ensuring quality of service Budget setting and Council Tax approval timetable; Scrutiny – 7th February 2017 Cabinet – 16th February 2017 Full Council – 23rd February 2017 Budget monitoring carried out monthly – quarterly reports to Corporate Management Team and Cabinet Quarter 1 – September 2017 Quarter 2 – December 2017 Quarter 3 – February 2018 Quarter 4 – June 2018 Final Accounts (audited) July 2018	- within existing	A programme of monitoring and financial data collection is continuous, from official organisations regarding funding and legislative changes. Also the budget monitoring process supports identification of efficiencies and service pressures
17-CPDP-24 Maximising the use of our assets, including utilising the available space within the council offices	Rental of office space on ground floor. Apply for planning permission on any General Fund building plots that are not viable for the Council to develop so they can be sold on the open market. Dispose of De Vigier Avenue site.	31-Mar-2018	Use of Assets maximised to bring in income. Space rented Outline planning permission granted Land disposed of	-£50,000 pa income if let - £10,000 cost of planning fees Capital receipt	Two tenants now in main offices. School room and museum let and Sale of land at De Vigier Avenue advertised.
17-CPDP-25 Reviewing all services to ensure efficiency and effectiveness	Costs benefit analysis of options available.	31-Mar-2018	Decision on sharing a single depot site Decision on whether or not to proceed	Director of Finance and Corporate Services Assistant Director, ICT and Facilities £15,000 cost of options appraisal	All service budgets have been reviewed to identify one-off and any ongoing savings, some of which will be as a consequence of more efficient working. A detailed review of each service has not progressed yet.
17-CPDP-26 Developing a commercial strategy for the council, including	Develop commercial strategy Appraisal of options to purchase land for building of commercial units Acquisition of suitable land	31-Mar-2018	Additional income to support the Medium Term Financial Strategy Commercial strategy agreed Option appraisal completed and way forward agreed	Director of Finance and Corporate Services Assistant Director, ICT and Facilities Acquisition and build cost circa £4m	Initial work in developing a strategy has commenced.

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trading Aspire	and commence development process		Acquisition process commenced Additional land purchased for commercial activity		
17-CPDP-27 Enabling enhanced self-service through the council website	Procurement of account system. Installation of account system. Launch and publicity for account system.	31-Mar-2018	Customers able to access council tax, business rates, housing benefits and housing rent account information on line and complete transactions/applications. Procurement of system by end 9/17 Launch of facility by end 3/18 Take-up to be measured in 18/19	Cross functional Project Team from within existing staff	This project is scheduled to begin in September, although procurement discussions are already underway. The customer account facility will allow residents to log on via the council's website and access their Council Tax, Housing Rent and Benefits accounts, check balances, make payments and make applications.