



Uttlesford District Council

Chief Executive: Dawn French

SUPPLEMENTARY PACK

Scrutiny Committee Call-in meeting

Date: Tuesday, 16th June, 2020

Time: 7.00 pm

Venue: Zoom - <https://zoom.us/>

Chairman: Councillor N Gregory

Members: Councillors A Coote, C Criscione, A Dean, G Driscoll, R Jones, P Lavelle, G LeCount (Vice-Chair) and G Sell

ITEMS WITH SUPPLEMENTARY INFORMATION PART 1

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2 Call-in: Corporate Plan Delivery Plan for 2020/21

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- Councillors Dean, Criscione and Sell have submitted the following documents for the Committee's attention in support of the Call-in meeting to scrutinise the Corporate Plan Delivery Plan 2020/21.
 1. A statement from the Members initiating the call-in.
 2. An annotated version of the Cabinet paper on the Corporate Plan Delivery Plan.
 3. A copy of East Herts District Council Delivery Plan.
 4. A copy of Epping Forest District Council Delivery Plan.



Uttlesford District Council

Chief Executive: Dawn French

For information about this meeting please contact Democratic Services

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Scrutiny Committee
Corporate Plan Delivery Plan Call-In
Tuesday 16 June 2020

Councillor Chris Criscione cllrcriscione@uttlesford.gov.uk
Councillor Alan Dean cllrdean@uttlesford.gov.uk
Councillor Geoffrey Sell cllrSell@uttlesford.gov.uk

Covering Statement

In the minutes of the February 4th 2020 Scrutiny Committee meeting, in response to questioning by members “the leader said the action plan [what we know as the Corporate Plan Delivery Plan] that was being developed would address concerns about how to measure the efficiency of council services”. Those same minutes also very clearly state that “the leader said the Corporate Plan Delivery Plan would spell out the timescales that the administration hoped to achieve its goals in”.

In the minutes of the meeting held on Tuesday 5th November 2019, “in response to a question from Councillor Criscione, the Leader of the Council said there would be deliverables for the Corporate Plan. These would come out in the delivery plan. There would be an expansion of this document which would say what the Council wanted to achieve and how. The Chair said the Committee would welcome an early look at this document.”

To members surprise, a Delivery Plan has been published that is somewhat lacking in measurable, fully-costed and timed objectives which has subsequently led to this call-in by the Scrutiny Committee and it is now upon members to address the executive in relation to why the Corporate Plan Delivery Plan has not been able to meet those commitments and to ask very plainly why the executive feel that it is acceptable.

In comparison to other Councils, Uttlesford’s Corporate Plan Delivery Plan does not set out SMART objectives (or any other costed, measurable and timed objectives), which leads to a great deal of uncertainty for members and officers responsible for administration of the organisation. The distinct lack of direction and ambition in the Delivery Plan is somewhat underwhelming, especially when you consider that Residents For Uttlesford spoke of significant change and progress at their election and since taking office.

Residents want to know how effectively their council is being governed, they expect results and they want assurances that the organisation is in safe hands. The Corporate Plan – as members agreed *en masse* – was the supposedly ambitious and more general document to set out the R4U administration’s plans for their term in office. The Delivery Plan was then earmarked as the document where we (members of this Council and the public) would see the specifics on how R4U hopes to achieve those ambitions and by when. Frankly, the Delivery Plan does not do this, and it falls short as far as members are concerned and also from the point of view of the public who are seeing election commitments taken for granted and an organisation with no idea of what to do and when to do it.

The request for the call-in of the Delivery Plan centres around a number of questions which will be put forward by the members responsible for instigating the review. It is hoped that members from all parties will recognise the good intent behind both the executive’s published Delivery Plan and the call for review by members of the Scrutiny Committee. It is also hoped that members will engage in objective questioning of the leadership so as to make for a better Corporate Plan Delivery Plan for the benefit of the organisation and our residents.



Public Document Pack

Uttlesford District Council

Chief Executive: Dawn French

ANNOTATED FOR
SCRUTINY CALL-IN 16
JUNE 2020
SEE COLUMN 3

SUPPLEMENTARY PACK

Cabinet

Date: Wednesday, 27th May, 2020

Time: 7.00 pm

Venue: Zoom - <https://zoom.us/>

Chairman: Councillor J Lodge

Members: Councillors A Armstrong, C Day, D Eke, J Evans, R Freeman, N Hargreaves, P Lees and L Pepper

Other attendees: Councillors C Criscione (Conservative Party Group Leader), A Dean (Liberal Democrat Party Group Leader), N Gregory (Chair of Scrutiny Committee), B Light (Green Party Group Leader), E Oliver (Chair of Governance, Audit and Performance Committee), R Pavitt (Uttlesford Independent Party Group Leader), A Storah (Cabinet Deputy for Planning), M Sutton (Cabinet Deputy for Communities) and M Tayler (Thaxted and the Eastons Independent Group Leader).

ITEMS WITH SUPPLEMENTARY INFORMATION PART 1

Open to Public and Press

11 Corporate Plan Delivery Plan for 2020/21

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To consider the Corporate Plan Delivery Plan 2020/21.



Uttlesford District Council

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Corporate Plan Delivery Plan 2020/21

Vision: Making Uttlesford the best place to live, work and play

Theme: Putting Residents First					
We Will:	Activities	Outputs/Milestones WITH SCRUTINY ANNOTATIONS UPPER CASE.	Resources	Lead CM/ Officer	Changes due to Covid-19
1. Be a council that listens to and acts for residents					
a. Increase the voice and influence of residents in planning and other Council matters	Receive Planning Advisory Service review of major planning applications process Complete Scrutiny review of Planning Obligations and Conditions	PAS final report to Scrutiny by June 2020 Planning Obligations final report to Scrutiny May 2020 SCRUTINY COMMENT: THIS DID NOT TAKE PLACE.	Within existing resources	Portfolio Holder for Planning and Local Plan/Assistant Director of Planning	This work will continue within existing resources, recognising the limitations on officer resources
b. Administer public consultations that are effective, accessible, timely and high quality	Refresh Consultation Strategy Strengthen demonstrable outcomes and actions from consultations	Adopted revised strategy 2020/21 SCRUTINY COMMENT: WHAT OUTCOMES ARE TO TAKE PLACE THAT DIFFER FROM THE PAST?	Within existing resources Or £10,000 for external consultation review and strategy	Portfolio Holder for Council and Public Services/Assistant Director of Corporate Services	The work on a new strategy will be paused due to competing resources. Consultations will continue within the constraints of government guidance on social distancing, etc.
c. Increase the reach of the Youth Council	Further support the Youth Council to participate and	Greater participation of young people in the	Within existing resources	Portfolio Holder for Youth	This work will focus on those not yet engaged

	<p>engage in a range of activities that enable their voice to be heard</p>	<p>democratic process</p> <p>SCRUTINY COMMENT: WHAT WILL THESE BE AND WHEN WILL THEY TAKE PLACE?</p>		<p>and Health/ Assistant Director of Housing, Health and Communities</p>	<p>with the youth council</p> <p>within existing resources,</p> <p>recognising the</p> <p>limitations on officer resources and within the</p>
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					constraints of government guidance on social distancing, etc.
d. Improve the council's use of the web and social media to increase communication with residents	<p>Develop and implement campaign plan</p> <p>Develop social media reach and reporting of engagement measures to better target key audiences</p> <p>Explore website functionality software options</p> <p>Reinstall a Livechat facility on council website</p>	<p>At least three campaigns delivered in 2020/21</p> <p>Increase in social media engagement with public</p> <p>Installation of additional software to improve the website user experience</p> <p>Procurement of appropriate programme</p> <p>SCRUTINY COMMENT: WHAT CAMPAIGNING DOES THE COUNCIL INTEND? HOW WILL SUCCESS BE MEASURED?</p>	<p>Within existing resources</p> <p>Within existing resources</p> <p>£5,000 ongoing maintenance</p> <p>£2,500 to £6,000 pa</p>	Portfolio Holder for Council and Public Services/Assistant Director of Corporate Services	The work on a new campaign plan will be paused due to competing resources
e. Actively and positively engage with and listen to our town and parish councils	Continue to promote and develop liaison with town and parish councils through regular meetings of the Local Councils Liaison Forum	Regular meetings of the Local Councils Liaison Forum take place Feedback is sought from town and parish councils regarding the utility and potential development of the Forum.	Within existing resources	Leader/Portfolio Holder for Communities/Chief Executive	This work will continue within existing resources, recognising the limitations on officer resources.

	<p>Ensure that engagement with town and parish councils forms a key part of the council's approach to community engagement and consultation (link to Active Place-maker for our Towns)</p>	<p>Effective guidance available regarding good practice in engaging with town and parish councils.</p> <p>Town and parish councils are actively and positively</p> <p>SCRUTINY COMMENT: WHEN WILL LOCAL COUNCILS BE SURVEYED? WHAT IS THE PRIMARY AIM?</p>	<p>Will need to be priced within individual engagement and consultation. Routine engagement etc. should be met from existing resources.</p>		
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	and Villages 3 (b) relating to pre-app process)	engaged with and consulted on local matters.			
f. Support town and parish councils to better represent their communities	Promote awareness through the Local Councils Liaison Forum of “good practice” support available through the Essex Association of Local Councils (EALC), especially its Chartermark scheme.	Information is provided to town and parish councils about support available through EALC through the Forum. SCRUTINY COMMENT: HAVE LOCAL COUNCILS ASKED FOR GREATER SUPPORT FROM UDC? WHAT OUTCOME IS EXPECTED??	Within existing resources	Leader/Portfolio Holder for Communities/Chief Executive	This work will continue within existing resources, recognising the limitations on officer resources
2. Deliver local government with outstanding levels of transparency and accountability					
a. Implement a corporate change programme to increase accountability, transparency and democracy at the Council	Complete work of Governance Working Group to review current and possible future governance structure Planning Committee working group to review arrangements for start time and/or geographical location of applications (north committee/south committee)	Recommendations adopted by Council in 2020/21, with implementation of revised model in 2021/22 Review completed and agreed recommendations adopted SCRUTINY COMMENT: ISN'T UDC COMMITTED TO CHANGING THE CABINET SYSTEM. WHY ISN'T THAT IN THIS PLAN? HAS THERE BEEN A CHANGE OF MIND? WHAT OTHER OUTCOMES ARE INTENDED?	Within existing resources	Leader/Chief Executive Portfolio Holder for Planning and Local Plan/Assistant Director of Planning	<i>This action falls to the working group of council and the way forward will be reviewed at their next meeting</i> This work on changes to the planning committee will be paused due to all meetings taking place remotely.

	Review Equalities Policy	IS UDC COMMITTED TO ACTION ON BAME/ BLACK LIVES MATTER?		Portfolio Holder for Communities/ Assistant Director of Housing, Health and Communities	The work on the equalities policy has been paused due to competing demands.
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<p>b. Seek external review of and recognition for positive change achieved by the Council</p>	<p>East of England Local Government Association (EELGA) to review the strategy around Local Plan</p> <p>Planning Advisory Service reviewing the process of major planning applications</p>	<p>Action plans to be developed once the outcomes of the reviews have been received</p> <p>SCRUTINY COMMENT: RECOGNITION WILL DEPEND OF QUALIFIED OUTCOMES. WHAT IS INTENDED? WHERE IS THE MOMENTUM FOR DELIVERABLE CHANGE?</p>	<p>Within existing resources</p>	<p>Portfolio Holder for Planning and Local Plan/Assistant Director of Planning</p>	<p>This work will continue within existing resources, recognising the limitations on officer resources</p>
<p>c. Deliver a comprehensive continuing member development programme</p>	<p>Development and delivery of a full training programme for members in 2020/21 and in subsequent years</p>	<p>Delivery of training to members in accordance with the programme. SCRUTINY COMMENT: THIS HAS STALLED. IS THERE A CONTINGENCY PLAN?</p>	<p>Already provided for in base budget and augmented by a carry forward from 2019/20.</p>	<p>Leader/Assistant Director of Legal and Governance</p>	<p>This work will continue within existing resources, recognising the limitations on officer resources, albeit remotely</p>
<p>3. Be responsible with your money and mitigate the impact of government cuts</p>					
<p>a. Be a self-sufficient Council that generates its own resources from local taxation (Business Rates and Council Tax) and commercial investments thereby removing the reliance on Central Government grants</p>	<p>To actively source commercial investments to support the council revenue streams</p> <p>Encourage new businesses to the area and provide incentives to current businesses to remain. To ensure that residential properties are registered and correctly included in the tax base</p>	<p>Increased revenue income Increased income generated from local business rates and increases in the tax base</p> <p>SCRUTINY COMMENT: HAS UDC YET CREATED GOOD GOVERNANCE FOR INVESTMENTS? WILL INVESTMENT SUFFICE? WHAT OTHER MEASURES BE TAKEN? WILL UDC ADOPT A FOCUSED ECONOMIC DEVELOPMENT STRATEGY?</p>	<p>Within existing resources</p>	<p>Leader/ Director of Finance and Corporate Services/Assistant Director of IT, Facilities and Assets</p> <p>Portfolio Holder for Finance and Budget/Assistant Director of Resources/Assistant Director of Planning</p>	<p>This work will continue within existing resources, recognising the limitations on officer resources</p>

b. Deliver cost-effective and efficient services that live within the	A balanced budget has been set for 2020/21	<p>Budget monitoring and performance indicators reports presented on a quarterly basis</p> <p>SCRUTINY COMMENT: WHAT ARE THE PRIORITIES AND OUTCOMES TARGETTED? WHAT IMPROVEMENT CAN BE EXPECTED, WHERE AND BY WHEN?</p>	Within existing resources	<p>Portfolio Holder for Finance and Budget/Assistant Portfolio Holder for Council and Public Services/Assistant</p> <p>Director of Corporate Services</p>	This work will continue within existing resources, recognising the
c. Constantly seek to improve the quality of contracted out services	To actively manage contracts with suppliers	<p>Ensure the level of contractual obligations are Delivered</p> <p>SCRUTINY COMMENT: THIS READS LIKE BUSINESS AS USUAL.</p>	Within existing resources	Portfolio Holder for Council and Public Services/CMT	<p>This work will continue within existing resources, recognising the</p> <p>limitations on officer resources</p>
d. Apply for all relevant grants	<p>To identify and bid for all appropriate grants available</p> <p>to the Council</p>	<p>Successful application of submitted bids</p> <p>SCRUTINY COMMENT: IS THIS PROMPT NOTE OR IS THERE A QUANTIFIED OUTCOME TARGETTED BY MARCH 2021?</p>	Within existing resources	<p>Portfolio Holder for Finance and</p> <p>Budget/Assistant Director of Resources</p>	<p>This work will continue within existing resources,</p> <p>recognising the limitations on officer resources</p>

<p>e. Set a Medium Term Financial Strategy (MTFS) to fund council services by a prudent mix of investment, services and tax income, while maintaining adequate reserves</p>	<p>Medium Term Financial Strategy, Commercial Strategy and Reserves Strategy set and approved in February 2020</p>	<p>Budget monitoring reports presented on a quarterly basis</p> <p>Successful external audit of accounts gaining a unqualified opinion and a positive statement of use of resources</p> <p>SCRUTINY COMMENT: IS THIS MORE THAN BUSINESS AS USUAL? IT DOES NO MORE THAT SUMMARISE THE PREVIOUS ITEMS AND IS PROCESS, NOT OUTCOME.</p>	<p>Within existing resources</p>	<p>Portfolio Holder for Finance and Budget/Assistant Director of Resources</p>	<p>This work will continue within existing resources, recognising the limitations on officer resources</p>
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<p>f. Follow best-practices for investment risk management and board composition</p>	<p>Commercial Strategy set and approved in February 2020</p> <p>Investment Board has been created and external independent member to chair the board</p>	<p>Quarterly meetings</p> <p>SCRUTINY COMMENT: THIS IS PROCESS. WHERE ARE THE OUTCOMES? TRAINING? QUALIFICATIONS?</p>	<p>Within existing resources</p>	<p>Leader/Director of Finance and Corporate Services/Assistant Director of ICT and Facilities</p>	<p>This work will continue within existing resources, recognising the limitations on officer resources</p>
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Corporate Plan Delivery Plan 2020/21

Vision: Making Uttlesford the best place to live, work and play

Theme: Active Place-Maker For Our Towns And Villages					
We Will:	Activities	Outputs/Milestones WITH SCRUTINY ANNOTATIONS UPPER CASE	Resources	Lead CM/ Officer	Change due to Covid-19
1. Masterplan our new communities for and with residents					
a. Use Locally Led Development Corporations to deliver sustainable new settlements b. Provide the greatest level of influence and protection for communities adjacent to new settlements	Consider way forward for the Local Plan: Decide whether to withdraw the plan or seek to continue with examination of the submitted plan. Complete If withdraw, carry out an issues and options assessment to determine whether new settlements remain part of the most appropriate development strategy.	Decide whether to withdraw the plan or seek to continue with examination of the submitted plan. Update Local Development Scheme and achieve its work programme SCRUTINY COMMENT: THIS OBJECTIVE PRE-EMPTS THE NEW LOCAL PLAN AND MAKES ASSUMPTIONS ON DELIVERY PROCESS AHEAD OF ANY DECISION ON WHAT IS TO BE DELIVERED. DOES THE ADMINISTRATION HAVE A HIDDEN AGENDA? IT SHOULD BE DELETED.	Within existing resources	Portfolio Holder for Planning and the Local Plan/Assistant Director of Planning	This work will progress as far as possible within existing resources, recognising the limitations on officer resources and subject to the evidence base.

P 2020/21

	<p>In parallel with progress towards an adopted local plan, establish the role of Locally Led Development Corporation (LLDC) through engagement with promoters.</p>				
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2. Support our towns and villages to plan their neighbourhoods					
a. Deliver an outstanding planning and place-making capability with the right capacity to create quality outcomes with and for all our communities	<p>External reviews of pre-application processes, potential of planning obligations and engagement of town and parish councils.</p> <p>Explore potential for an interim Supplementary Plan Document (SPD) to provide up to date guidance on implementation of adopted local plan policies</p>	<p>Increase in PPAs and fulfilment within agreed timescales. Greater engagement of town and parish councils at formative stages in preparation of proposals by developers.</p> <p>SCRUTINY COMMENT: WHAT ARE THE DELIVERABLE, AND BY WHEN?</p>	Within existing resources	Portfolio Holder for Planning and the Local Plan/Assistant Director of Planning	This work will progress as far as possible within existing resources, recognising the limitations on officer resources.
b. Facilitate Neighbourhood Planning across the district through strong engagement with and support of all town and parish councils	Officers to work pro-actively with Parishes to encourage more Neighbourhood Plans to be instigated and subsequently “made” to help communities shape their own areas.	<p>Progress with neighbourhood plans already underway.</p> <p>Additional neighbourhood plans commenced</p> <p>SCRUTINY COMMENT: HOW MANY NHP’S AND BY WHAT DATES?</p>	<p>Within existing resources</p> <p>£50k had been allocated in the budget. Does not fall within ‘essential spend’</p> <p>Neighbourhood planning groups are encouraged to use resources of RCCE and UDC</p>	Portfolio Holder for Planning and the Local Plan/Assistant Director of Planning	This work will progress as far as possible within existing resources, recognising the limitations on officer resources
c. Implement policies which create better homes and neighbourhoods that meet or exceed national standards	<p>Explore potential for an interim SPD to provide up to date guidance on implementation of adopted local plan policies</p>	<p>SPD approved by Cabinet following consultation</p> <p>SCRUTINY COMMENT: WHEN? WHAT WILL BE THE BENEFIT?</p>	Within existing resources	<p>Portfolio Holder for Planning and</p> <p>the Local Plan/Assistant Director of Planning</p>	<p>Continue to explore options, including PPG,</p> <p>having regard to the work required and weight that can be attached.</p>

d. Work with partners and stakeholders to deliver new sports, play and community facilities	<p>Develop an interim policy/SPD on new key planning policy objectives such as open space standards and community facilities</p> <p>Explore where appropriate delivery through neighbourhood plans</p>	<p>SPD approved by Cabinet following consultation</p> <p>SCRUTINY COMMENT: WHEN WILL THE SPD BE APPROVED? WHAT IS THE SCALE OF IMPROVEMENT EXPECTED? BY WHEN?</p>	Within existing Resources	Portfolio Holder for Planning and the Local Plan/Assistant Director of Planning	Continue to explore how PPG can provide consistent advice on standards that might be achievable
3. Secure greater benefits for our community from new development					
a. Implement the Community Infrastructure Levy along with s106 to deliver strategic community projects and greater local benefit from development	<p>Consultants have been commissioned to develop a Community Infrastructure Levy charging regime. However, due to the current uncertainty with the Local Plan, this work is on hold.</p>	<p>Submission of sound local plan proposals</p> <p>SCRUTINY COMMENT: WHEN IS THE TARGET DATE FOR LOCAL PLAN ADOPTION? A PLAN OF ACTION WAS PROMISED SOME WEEKS AGO.</p>	Within existing resources	Portfolio Holder for Planning and the Local Plan/Assistant Director of Planning	<p>The work of the s106 Scrutiny T&F group will continue but has been delayed and a PPG in respect of s106 would provide guidance</p> <p>CIL will be developed at the appropriate time</p>
b. Increase the transparency of the Section-106 Agreement process and councillor engagement	<p>External review of existing practice has been commissioned together with advice on potential for enhancement.</p> <p>Engage with ward members and Parishes in relevant pre-application discussions to ensure that the local community's aspirations are considered from the outset in all larger planning</p>	<p>To assess and where appropriate implement recommendations from external review.</p> <p>Develop a clear process for engagement with local communities. Committee report templates to be reviewed to ensure that they are clearly understood.</p>	Within existing resources	Portfolio Holder for Planning and the Local Plan/Assistant Director of Planning	<p>The work of the s106 Scrutiny T&F group will continue but has been delayed.</p> <p>Further improvements will be considered once a number of reviews have reported, recognising the limitations on officer resources</p>

	applications (though may not always be deliverable).	Scrutiny planning obligations review final report May 2020 SCRUTINY COMMENT: A REPORT HAS NOT BEEN ISSUED. DEADLINE MISSED.			
c. Ensure that strong Planning Enforcement holds developers to account	Undertake annual reviews of enforcement service to assess which cases are coming forward and how cases are being settled. S106 Officer now coordinating data on all planning obligations, ensuring that there are timely interventions to implement planning decisions and conditions. Enforcement Team (which includes the S106 Officer) to lead on this.	Compliance with obligations and planning conditions. SCRUTINY COMMENT: WHAT IS THE MEASURE OF SUCCESS? WHEN WILL IT BE ACHIEVED?	Within existing resources	Portfolio Holder for Planning and the Local Plan/Assistant Director of Planning	This work will progress as far as possible within existing resources, recognising the limitations on officer resources
d. Require developers to be considerate of the communities in which they build	Develop a mechanism/policy to ensure all developers meet the standards of the Considerate Constructors	Adoption and implementation of the Policy SCRUTINY COMMENT: WHEN WILL THIS COME INTO OPERATION? IS THERE A BASELINE MEASURE OF DISSATISFACTION/SATISFACTION?	Within existing resources plus income from Planning	Portfolio Holder for Planning and the Local Plan/Assistant	Continue to promote as is Work on introducing a new scheme will be paused.

	Scheme – raise at all pre-apps and include in all PPA discussions		Performance Agreements	Director of Planning	
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4. Work with the airport on issues of concern to communities					
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<p>a. Seek a reduction in night flights</p>	<p>Lobby central government on this issue to represent the needs of residents.</p>	<p>Representations made</p> <p>SCRUTINY COMMENT: WHAT IS THE TARGET OUTCOME AND BY WHEN? IF UDC CAN'T DETERMINE IT, WHY IS IT IN THE PLAN?</p>	<p>Within existing resources</p>	<p>Portfolio holder for Transport, Infrastructure and Stansted Airport/ Assistant Director Planning</p>	<p>Continue to lobby</p>
<p>b. Implement programmes to reduce airport related village fly-parking</p>	<p>Scrutiny Panel Task and Finish Group to undertake this task.</p> <p>Portfolio holder engagement with local councils</p>	<p>Final report with recommendations to be submitted by late Summer</p> <p>SCRUTINY COMMENT: IS THERE A METRIC IN PLACE THAT WILL MEASURE SUCCESS OR FAILURE?</p>	<p>Within existing resources</p>	<p>Portfolio holder for Transport, Infrastructure and Stansted Airport/ Assistant Director Planning</p>	<p>Continue to work through NEPP and await the outcome of the Scrutiny</p> <p>T&F group.</p>
<p>c. Work to secure investment in sustainable transport to and from airport, including for local workers</p>	<p>UDC is represented on Stansted Area Transport Forum Working Groups and helps shape their action plans</p>	<p>Surface access mode share targets for air passengers and trips to/ from work on airport Achieved</p> <p>SCRUTINY COMMENT: WHAT ARE THE TARGETS?</p>	<p>Within existing resources</p>	<p>Portfolio holder for Transport, Infrastructure and Stansted Airport/ Assistant Director Planning</p>	<p>This work will continue.</p>

5. Nurture employment and retail areas to create jobs and retain businesses					
<p>a. Protect and grow our town centres as economic hubs</p>	<p>Explore potential for managed business hubs on larger business developments or as part of a new mixed use town centre development. Investigate potential bidding opportunities for external lottery funding.</p> <p>Work with Saffron Walden BID and Great Dunmow Town Team, and Stansted Parish Council and Business Forum on local needs.</p> <p>Parking offer will need to be looked at by specialists to inform a Parking Strategy considering what car parking aims to do for our town centres.</p>	<p>Consultant’s report on viability of Great Dunmow market completed March 2020.</p> <p>Installation of new car park machines to provide data on usage</p> <p>Car Park Strategy completed</p> <p>SCRUTINY COMMENT: WHEN WILL SUCCESS BE ACHIEVED AND WHAT WILL IT LOOK LIKE? IS THE ED CAPACITY TO BE RESTORED. WHAT IS UDC’S ED STRATEGY RE OUTCOMES?</p>	<p>Within existing resources</p>	<p>Leader/Portfolio Holder for Planning and Local Plan/Assistant Director of Planning</p>	<p>A new ED strategy will be required to reflect ‘new normal’, including support for consumer confidence to return to the High Street, recognising the limitations on officer resources</p>

b. Increase tourist spend	Working in a cross border partnership, looking to apply to become a Tourism Zone.	<p>Tourism spend reports</p> <p>Maintain Service Level Agreements with Visit Essex and Visit Cambridge.</p> <p>SCRUTINY COMMENT: THE TARGET SHOULD NOT BE TO INCREASE SPEND, BUT RATHER TO DELIVER OUTCOMES. WHAT ARE THEY?</p>	£20k allocated in the budget	Leader/Assistant Director of Planning	A/A –part of a new ED strategy
c. Support the creation of amenities that stimulate and facilitates local businesses, such as	Attraction of inward investment, growth of existing business and new	Hold annual Business Breakfast and Business Awards events.	Within existing resources and support from success Essex	Leader/Assistant Director of Planning	A/A –part of a new ED strategy

enterprise zones, business parks, office blocks, industrial areas, and start-up hubs	business (entrepreneurial activity).	Promotion of Chesterford Research Park Implementation of North Essex Economic Strategy Board action plan SCRUTINY COMMENT: WHAT WILL BE ACHIEVED BY MARCH 2002?			
d. Support the expansion and promotion of key relevant employment sectors for the district	Engage with Partner to establish North Essex Economic Strategy (NEES)	Monitor strategy and action plan SCRUTINY COMMENT: DOES UDC KNOW WHAT EMPLOYMENT IS RELEVANT?	Within existing resources	Leader/Assistant Director of Planning	This work will progress as far as possible within existing resources, recognising the limitations on officer resources.
e. Work with partners to promote the economic opportunities of the London - Cambridge Innovation Corridor, Stansted Airport and our main transport corridors	Attraction of inward investment, growth of existing business and new business (entrepreneurial activity) Work closely with London, Stansted, Cambridge Consortium (LSCC) Central Area Alliance officer on inward investment opportunities	LSCC Central Area Alliance Officer starts in post on 30/3/20 SCRUTINY COMMENT: HWAT HAS HAPPENED SINCE 30/3/20? WHAT WILL SUCCESS LOOK LIKE OF 30/3/22? WHAT IS THE COUNCIL'S VISION FOR ITS DISTRICT?	Within existing resources	Leader/ Portfolio Holder for Infrastructure, Transport and Stansted Airport/Assistant Director of Planning	This work will progress as far as possible within existing resources, recognising the limitations on officer resources.
f. Work with the airport to increase local airport-based employment opportunities	Continue to develop working relationship with Stansted Airport/Harlow College to secure more training opportunities.	Attraction of inward investment, growth of existing business and new business (entrepreneurial activity) into Northside. SCRUTINY COMMENT:	Within existing resources	Portfolio Holder for Infrastructure, Transport and Stansted Airport/Assistant	This work will be paused until the future requirements are understood.

	WHAT WILL BE THE MEASURES OF SUCCESS?		Director of Planning	
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6. Enforce good business standards in our district					
<p>a. Make sure that businesses and trades in our district meet the national standards and licensing required of them</p>	<p>Support businesses through a programme of education on required standards to mitigate need for enforcement intervention</p> <p>Participate in the Essex Occupational Health and Safety Group work programme which focuses both on national and local priorities</p>	<p>Meeting the requirements of the code for inspections as reported in the Local Authority Health and Safety data return (LAE1)</p> <p>SCRUTINY COMMENT: WHAT IS THE PROBLEM? ISN'T THIS BUSINESS AS USUAL?</p>	<p>Within existing resources</p>	<p>Portfolio Holder for Council and Public Services/Assistant Director of Housing, Health and Communities</p>	<p>This work will progress as far as possible within existing resources, recognising the limitations on officer resources and their priority on covid19 work</p>
7. Deliver more affordable homes and protect those in need in our district					
<p>a. Increase the number of affordable homes delivered and different tenure options including social renting</p>	<p>Develop a new Housing Strategy and supporting policies that details how the Council will develop, acquire and enable the supply of affordable housing</p> <p>Develop a new Housing Revenue Account (HRA) Business Plan that confirms the capacity of borrowing through the HRA for the delivery of new council housing (including use of commuted sums, Right to Buy (RTB) receipts, loans and innovative funding models)</p>	<p>New Housing Strategy adopted by January 2021</p> <p>New HRA Business Plan adopted by January 2021</p> <p>SCRUTINY COMMENT: A TARGET WAS ANNOUNCED AT THE COUNCIL MEETING ON 28.02.20. WHY ISN'T THIS IN THE PLAN?</p>	<p>Within existing resources</p>	<p>Portfolio Holder for Housing, Communities, Youth and Health/Assistant Director of Housing, Health and Communities</p>	<p>The development of the Business Plan will be progressed but HRA funding may inhibit ambition</p>

	<p>Regularly engage with local registered providers on their affordable housing delivery and identify barriers to further development, Ensure appropriate schemes deliver the required 40% affordable homes</p> <p>Incentivise community-led housing programmes to increase the number of Community Land Trusts (CLTs) across the District, particularly within rural communities</p> <p>Explore Homes England (HE) grant opportunities as they become available</p>	<p>Information on pipelines and barriers provided. Action taken to increase supply and remove Barriers</p> <p>Grants policy reviewed resulting in an increase in grants awarded and delivery of CLTs by March 2023</p> <p>HE Grant applied for and awarded on new build schemes</p> <p>SCRUTINY COMMENT: “AS THEY BECOME AVAILABLE” ISN’T A STRETCHING TARGET.</p>			
<p>b. Refurbish our existing council homes to sustainable standards when required</p>	<p>Continue with estate renewal and regeneration programmes whilst reducing the carbon footprint of those homes</p> <p>Improve home energy efficiency across the Council’s housing stock</p>	<p>Increased number of council homes with low carbon features such as external wall insulation, solar panels and heat source pumps, that are healthy and affordable to run</p> <p>SCRUTINY COMMENT: HOW MANY PER ANNUM?</p>	<p>To be costed within the new HRA business plan</p>	<p>Portfolio Holder for Housing, Youth and Health/ Assistant Director of Housing, Health and Communities</p>	<p>The development of the Business Plan will be progressed but HRA funding may inhibit ambition</p>

<p>c. Reduce the number of empty homes</p>	<p>Develop an Empty Homes Strategy</p>	<p>New Empty Homes Strategy adopted</p> <p>Reduction in the number of empty homes</p> <p>SCRUTINY COMMENT: HOW MANY ARE THERE AND WHAT BY % WILL THEY BE CUT?</p>	<p>Within existing resources</p>	<p>Portfolio Holder for Housing, Youth and Health/Assistant Director of</p>	<p>This work will progress as far as possible within existing resources, recognising the limitations on officer resources.</p>
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				Housing, Health and Communities	
d. Ensure that landlords maintain high quality private sector housing conditions	Review assistance available for landlords, including empty property owners	Revision of Housing Renewals Assistance Policy	Within existing resources	Portfolio Holder for Housing, Youth and Health/Assistant Director of Housing, Health and Communities	This work will progress as far as possible within existing resources, recognising the limitations on officer resources.
e. Ensure that services to protect vulnerable women and men who live in our district are accessible and appropriate	Work together with Essex County Council and partner agencies effectively to support victims of domestic violence, generating the best possible outcomes	Monitor of report on referrals generated Essex County Council	Within existing resources	Portfolio Holder for Communities/ Assistant Director of Housing, Health and Communities	This work will progress as far as possible within existing resources, recognising the limitations on officer resources.
8. Promote healthy lifestyles in diverse and inclusive communities					
a. Work with partners, including the voluntary sector, to improve the general quality of life for residents, including for residents that experience social isolation, poor mental health, obesity, addiction and dementia	Deliver recommendations of the Uttlesford Health and Wellbeing Strategy Develop and implement a Communities Strategy to drive community action and mobilise social capital including developing the role of communities and the voluntary sector in delivering our priorities pause	Improved health and wellbeing outcomes Adoption of the Communities Strategy SCRUTINY COMMENT: WHAT WILL SUCCESS LOOK LIKE?	Within existing resources Public Health Grant funding £5k for dementia work	Portfolio Holder for Housing, Youth and Health/Portfolio Holder for Communities / Assistant Director of Housing, Health and Communities	Continue with existing plans and programmes
b. Continue to be an active partner of the Health and Wellbeing	Contribute to the work of the Uttlesford and West Essex Health and Wellbeing	Programmes delivered that promote living well SCRUTINY COMMENT: THIS SOUNDS LIKE PROCESS AND	Within existing resources	Portfolio Holder for Housing Youth and Health /	Continue with existing plans and programmes

		BUSINESS AS USUAL.			
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Partnership, to promote healthy lifestyles	boards to deliver programmes that promote living well		Public Health Grant funding	Assistant Director of Housing, Health and Communities	
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Corporate Plan Delivery Plan 2020/21

Vision: Making Uttlesford the best place to live, work and play

Theme: Progressive custodian of our rural environment					
We Will:	Activities	Outputs/Milestones WITH SCRUTINY ANNOTATIONS UPPER CASE	Resources	Lead Member	Further considerations
1. Take action on Climate Change					
a. Adopt policies to meet new environmental national guidelines/standards as they emerge	Develop a Climate Change Emergency Action Plan, prioritised by impact/ cost/ and deliverability.	Action Plan developed by Autumn 2020 SCRUTINY COMMENT: IS THIS ACTION PLAN NOT BEING GIVEN A HIGH PRIORITY? WHY IS THIS NOT ESSENTIAL SPEND; IT IS AN EMERGENCY? IT HAS BEEN RESOLVED TWICE BY FULL COUNCIL.	Officer time £65k had been allocated in the budget. Does not fall within 'essential spend'	Portfolio Holder for Environment and Green Issues /Assistant Director of Planning	This work will progress as far as possible within existing resources, recognising the limitations on officer resources. To include appointment of officers as 'green champions', as soon as 'new normal' working is resumed
b. Drive policies to deliver low carbon buildings	Implement policies that reduce the carbon footprint of new	Detailed proposals to come from the Climate Change Action Plan Autumn 2020. SCRUTINY COMMENT: WHY ISN'T THIS BEING DRIVEN BY THE WORK ON THE LOCAL PLAN? THE COUNCIL HAS DIRECT RESPONSIBILITY FOR THIS. IT SHOULD NOT REPLY UPON A COMMUNITY GROUP. WHEN WILL POLICIES BE ADOPTED? MUST THEY WAIT FOR LP ADOPTION?	Within existing officer resources	Portfolio Holder for Environment and Green Issues	This work will progress as far as possible within existing resources,

P 2020/21

development e.g. passivhaus; mandate carbon neutral local energy generation, such as solar panels or heat source pump, aiming for no new gas boiler installations in line or ahead of government timescales.

/Assistant Director of Planning

recognising the limitations on officer resources and subject to the evidence base

c. Improve average energy efficiency of Council housing stock	To be included in the Review of HRA business plan	Measurable improvement in energy efficiency of housing stock. SCRUTINY COMMENT: BY HOW MUCH AND BY WHEN?	Portfolio Holder for Housing, Communities, Youth and Health/ Assistant Director of Housing, Health and Communities	Portfolio Holder for Housing, Youth and Health / Assistant Director of Housing, Health and Communities	This work will progress as far as possible recognising the limitations on officer resources and subject to a clearer picture of income and voids
d. Increase the number of trees in the district (and protect existing trees).	Plant more trees on publically owned land. Provide equipment to enable Town and Parish councils to plant trees Develop policies to require developers where appropriate to plant trees / hedgerows as part of new development. Investigate potential sanctions / enforcement / penalties for developers that unlawfully remove trees.	Tree planting project plan produced by March 2021. Local policies developed by March 21 (link to Climate Change Action Plan). Review of enforcement activities carried out Dec 2020. SCRUTINY COMMENT: WHY IS THIS ALSO NON-ESSENTIAL?	Within climate change budget above (no resource for ongoing maintenance) Does not fall within 'essential spend'	Portfolio Holder for Environment and Green Issues /Assistant Director of Planning	Work with partners to take opportunity to plant trees as opportunity presents itself, recognising tree planting doesn't resume until November
e. Oppose a second runway at Stansted Airport	Respond to Government consultation on Carbon Emissions and Aviation before Aviation Strategy 2050 white paper published. Complete	A response has been submitted by the Assistant Director of Planning SCRUTINY COMMENT: THIS IS NOT A LIVE ISSUE, SO IS SUPERFLUOUS TO THIS PLAN.	Within existing resources	Portfolio Holder for Infrastructure, Transport and Stansted Airport/Assistant Director of Planning	Continue to monitor but unlikely to require action

<p>f. Set a Net Zero Carbon goal for the Council and implement supporting policies</p>	<p>In making every policy decision, consider the opportunity to reduce the Council's carbon emissions.</p> <p>Review viability of replacing Council vehicles & equipment with electric alternatives at end of life.</p>	<p>Update corporate report templates to include 'Impact on Council Carbon Emissions'</p> <p>Review capital programme to consider vehicle replacement and acquisitions programme.</p> <p>SCRUTINY COMMENT: DOES THE COUNCIL CURRENTLY KNOW THE SIZE OF ITS CARBON FOOTPRINT? WITHOUT THAT BASELINE, TARGETS CANNOT BE SET.</p>	<p>Within existing resources</p> <p>Within existing resources, including £15k in capital programme for EV chargers and possible S106 contributions</p> <p>The new energy tariff has increased the budget by £32k, which is to be met from the allocation of £300k for member priorities.</p>	<p>Leader/Chief Executive</p> <p>Portfolio Holder for Environment and Green Issues/Portfolio Holder for Finance and Budget/Assistant Director of Environment</p>	<p>This work will progress as far as possible recognising the limitations on officer resources;</p> <p>This work will progress as far as possible recognising the limitations on officer resources; there is a commitment to 2 vans and 6 EV points and new battery operated equipment has been purchased</p> <p>A green energy tariff has been purchased which will reduce the council's carbon footprint from energy considerably.</p>
<p>g. Increase walking, cycling and sustainable transport</p>	<p>Evaluate the business case for community rural bus services (links to Champion for our District, 1 (d))</p> <p>Increase availability of electric charging points, e.g. make new electric charging points a requirement of residential and commercial</p>	<p>Discussion with ECC (as Highways and Transport Authority) to review current gaps in service and understand costs involved.</p> <p>EV charging points implemented as required by planning policies which already encourage EV charging points in new developments.</p>	<p>Within existing budget.</p> <p>£15,000 capital budget (costs of EV point is dependent on location – direct impact on how many</p>	<p>Portfolio Holder for Infrastructure, Transport and Stansted Airport/Portfolio Holder for Environment and Green Issues/Portfolio Holder for Housing, Communities, Youth and Health</p>	<p>The work on community rural buses will have to be paused</p> <p>Will progress as far as possible recognising the limitations on officer resources</p>

	developments and in public car parks. Improve connectivity for walking and cycling	SCRUTINY COMMENT: WHAT WILL BE DONE AND BY WHEN? HOW DO EV CHARGING POINTS REATE TO CYCLING? THIS NEEDS GREATER FOCUS. Plan produced addressing practical implementation issues, budgets and opportunities. Links to Local Development Plan (LDP) and climate change strategy / action plan.	achievable within these funds)	Assistant Director of Planning/Assistant Director Housing, Health and Communities	Continue to lobby ECC to improve the walking and cycling infrastructure in Uttlesford
h. Recognise the district's 'greenest' businesses and developers	Reward good green behaviour by awarding 'Uttlesford Greenest Business of the Year' 'Uttlesford Greenest Developer of the Year'	Include recognition at Uttlesford Business Awards SCRUTINY COMMENT: WHEN WILL THIS FIRST APPLY?	Within existing resources	Portfolio Holder for Environment and Green Issues/ Assistant Director of Planning	The work on developing further award categories will be paused
2. Conserve our natural resources					
a. Implement and enforce policies that protect water and reduce energy consumption	Include in Climate Change Action Plan	Existing development plan policies in place to protect ground water supplies. Reinforce policies in Climate Change Action Plan	Within existing resources.	Portfolio Holder for Environment and Green Issues/ Assistant Director of Planning	This work will progress as far as possible within existing resources, recognising the limitations on officer resources and subject to the evidence base

		<p>SCRUTINY COMMENT: DOES THIS MEAN REDUCE THE USE OF WATER? IN TOTAL OR PER HOUSEHOLD? WHOSE ENERGY USE WILL FALL?</p>			
b. Drive programmes that increase biodiversity	Develop a Biodiversity Strategy	<p>Implement the Biodiversity action plan</p> <p>SCRUTINY COMMENT: BUDGET IS MINISCULE. WHAT WILL CHANGE? WHO WILL DO IT? BY WHEN?</p>	Climate change budget of £65k. Does	Portfolio Holder for Environment and Green Issues/	This work will have to be paused as there is no in-house resource and initial

			not fall within 'essential spend'	Assistant Director of Planning	estimates for external resource indicate a budget of £75k would be required.
c. Support local energy production initiatives	Explore options to work with local people and businesses to support this initiative	Identify actions and options SCRUTINY COMMENT: BUT WHAT IS THE VISION FOR UTTLESFORD? UNTIL THERE IS ONE, THERE CAN'T BE A DELIVERY PLAN.	Within existing resources	Leader/Portfolio Holder for Environment and Green Issues	This will still be progressed as already started but is constrained by officer resources.
d. Implement programmes to reduce single-use plastics	Increase plastic recycling rates targeting specific types of product which are not often recycled e.g. bathroom products. Implement district-wide plastics charter	Campaign carried out and measure tonnage of plastic collected through UDC recycling services. Develop and adopt Plastics Charter developed SCRUTINY COMMENT: WILL MORE PLASTICS BE RECYCLED OR FEWER PLASTIC USED? ISN'T THE LATTER BETTER? DOES UDC HAVE DATA? WHAT'S THE TARGET(S)?	Within existing resources Within existing resources	Portfolio Holder for Environment and Green Issues/Assistant Director Environment	This work will progress as far as possible within existing resources, recognising the limitations on officer resources; opportunities will be taken to jointly promote with wider Essex campaigns.
e. Work to reduce per-capita landfill in the district	Improve domestic and commercial recycling and composting rates across the district, reducing residual waste collected and requiring treatment. Implement a programme of actions to reduce the council's waste products.	Develop a new waste and resources strategy for UDC SCRUTINY COMMENT: UDC'S RECYCLING PERFORMANCE HAS BEEN IN DECLINE FOR OVER 10 YEARS. WHAT IS THE TARGET AND BY WHEN? HOW WILL LANDFILL WASTE BE REDUCED AND BY WHEN?	Within existing resources	Portfolio Holder for Environment and Green Issues/Assistant Director of Environment	Beyond the normal campaigns to promote recycling, this work will be paused.

		Investigate potential for carbon based targets.			
3. Protect and enhance our rural character and heritage					
a. Meet or exceed national standards for open and green spaces	Review evidence base which form(ed/s) part of the Local Plan. Supplementary planning documents to provide	Review carried out and decision taken on opportunity to provide guidance. SCRUTINY COMMENT: THIS IS NOT A DELIVERY TARGET. WHAT ARE THE MEASURES TO BE PERSUED?	Within existing resources	Portfolio Holder for Planning and the Local Plan/Assistant	This work will progress as far as possible within existing resources, recognising the limitations on officer resources and

	guidance are being explored.			Director of Planning	subject to the evidence base.
b. Encourage positive planning that values and protects our heritage	Existing policy framework in place. Engage with Town and Parish Councils on Neighbourhood plans to identify local potential and Conservation Area Appraisals	Neighbourhood plans and Conservation Area Appraisals to include initiatives that protect our heritage SCRUTINY COMMENT: WHAT WILL BE NEW?	Within existing resources	Portfolio Holder for Planning and the Local Plan/Assistant Director of Planning	This work will progress as far as possible within existing resources, recognising the limitations on officer resources and subject to the evidence base.
c. Work with others to increase access to the heritage and history of our district	Complete Walden Castle project Complete Lottery-funded Audience Development Study and Options Appraisal for Saffron Walden Museum	Castle to be reopened to the public early summer 2020 Final consultant reports delivered and agreed by July 2020 SCRUTINY COMMENT: CASTLE INITIATIVE IS NOT NEW. WHAT DOES THIS ITEM WANT TO ACHIEVE? WHEN? WHAT ABOUT ROMAN REMAINS IN THE CHESTERFORDS?	Within existing resources	Portfolio Holder for Sports, Leisure, Education and the Arts/Assistant Director of Corporate Services/Assistant Director of IT, Facilities and Assets	This work will continue although it will be delayed, as a consequence of changed working practices arising from government guidance on social distancing.
d. Work with our rural partners and developers to maintain habitat and wildlife corridors	Develop a Biodiversity Strategy (links to 2 (b) above)	Implement the Biodiversity action plan SCRUTINY COMMENT: THIS DUPLICATES ITEM 2b.	Climate change budget of £65k. Does not fall within 'essential spend'	Portfolio Holder for Environment and Green Issues/ Assistant Director of Planning	This work will be paused

<p>e. Target littering and fly-tipping</p>	<p>Implement a suite of small civic pride programmes in all communities, e.g. pick up dog poo, litter picking, street sign cleaning, rail painting etc.</p>	<p>Street Cleansing Improvement Plan update with community involvement late 2020 SCRUTINY COMMENT: WHAT IS THE TARGET TO BE TARGETTED?</p>	<p>£15k allocated in the budget Does not fall within 'essential spend'</p>	<p>Portfolio Holder for Environment and Green Issues/ Assistant Director of Environment</p>	<p>This work will be paused, as resource must be focused on waste collection. Promotion materials are available to local councils to download</p>
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4. Take strong action on dealing with pollution					
<p>a. Increase air quality monitoring across the district</p>	<p>Implement further air quality/pollution monitoring at key</p> <p>locations across district and implement further AQMA if required; consider Ultra Low Emission Zones in key areas</p>	<p>Installation of diffusion tubes at identified locations by December 2020</p> <p>SCRUTINY COMMENT: MONITORING IS NOT AN OUTCOME; ONLY A MEANS TO AN END. WHAT IS THE END? WILL UDC OWN THE TARGET OF ACTUALLY CUTTING AIR POLLUTION? WHY IS THIS WORK PAUSED? LIKE THE CLIMATE EMERGENCY, CUTTING POLLUTION SHOULD BE A HIGH PRIORITY.</p>	<p>Within existing resources</p>	<p>Portfolio Holder for Environment and Green Issues/</p> <p>Assistant Director of Housing, Health and Communities</p>	<p>2020-06-04 11:31:58</p> <p>Some have new So work on climate change is paused. There are worrying weaknesses in this plan. Who decides UDC's priorities?</p> <p>stations have been purchased. Further work is paused pending the outcome of the annual report.</p>
<p>b. Deliver reductions in pollution at identified problem areas</p>	<p>Implement policies to address pollution e.g. action plan for Saffron Walden Air Quality Management Area (AQMA) to ensure national</p> <p>AQ objectives are being</p>	<p>Air Quality Action Plan updated; discussion with ECC Highways on feasibility of banning HGVs and other options to reduce congestion. March 2021</p> <p>SCRUTINY COMMENT: WHY DOES WORK KEEP BEING PAUSED? ISN'T IT AN ONGOING MISSION TO CUT POLLUTION? IT'S NOT ONLY SAFFRON WALDEN THAT SUFFERS POLLUTION.</p>	<p>Within existing resources</p>	<p>Portfolio Holder for Environment and Green Issues/ Assistant Director of Housing, Health and Communities</p>	<p>Further work is paused</p>

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Corporate Plan Delivery Plan 2020/21

Vision: Making Uttlesford the best place to live, work and play

Theme: Champion for our district					
We Will:	Activities	Outputs/Milestones WITH SCRUTINY ANNOTATIONS UPPER CASE	Resources	Lead Cabinet Member	Changes due to Covid-19
1. Improve Uttlesford's connectivity					
a. Hold ECC to account: Work to set the agenda for ECC highway maintenance and pothole fixing	<p>Increase communications to residents to raise awareness for process for reporting pothole and road repairs</p> <p>Uttlesford Transport Forum to develop templates for Town and Parish Councils audit process for to monitor road maintenance and pothole repairs</p> <p>Active participation in ECC Focus on Footways programme</p>	<p>Improved highway network in Uttlesford</p> <p>SCRUTINY COMMENTS: THIS IS A PERENNIAL CONCERN, BUT IS IT QUANTIFIED? IS IT ESSENTIAL? IF IT'S NOT, WHY IS IT LISTED? WILL "TEMPLATES FOR LOCAL COUNCILS BE DUPLICATING ECC BUREAUCRACY?"</p>	£20,000 for possible secondment from ECC; this was not identified in the budget and does not fall within 'essential spend'	Portfolio Holder for Infrastructure, Transport and Stansted Airport/Assistant Director of Planning	Work will continue with ECC; the reporting mechanisms for reporting defaults on the highway (including pavements) can be promoted within existing resources
b. Hold ECC to account: Work with ECC and communities to develop the highway improvement schemes we need	Work with Local Highways Panel	<p>Expansion of 30 mph speed and traffic calming on B-road entry</p> <p>Implementation of 20 mph speed limits in appropriate areas of Towns and Villages in the district</p>	As above	Portfolio Holder for Infrastructure, Transport and Stansted Airport/Assistant Director of Planning	UDC will support local councils where necessary.

	SCRUTINY COMMENTS: WHEN WILL THIS BE UP AND RUNNING?			
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<p>c. Promote and support sustainable transport initiatives, such as bus, rapid transport and rail upgrades</p>	<p>Review and Improve services to meet the needs of the district</p> <p>Work with Essex County Council to secure funds for Uttlesford from the Government ‘Bus Fund’</p>	<p>Establish Rural Transport Working Group</p> <p>Feasibility Studies</p> <p>SCRUTINY COMMENTS: HOW WILL UDC DELIVER RAPID TRANSPORT WITH A DISPERSED HOUSING DISTRIBUTION STRATEGY? WHEN WILL THIS BE DELIVERED?</p>	<p>ECC resource to be identified</p> <p>Any funds received from the Bus Fund will require Uttlesford to match fund</p>	<p>Portfolio Holder for Infrastructure, Transport and Stansted Airport/Assistant Director of Planning</p>	<p>The review work will be paused.</p> <p>Work with ECC will continue as far as possible within existing resources, recognising the limitations on officer resources.</p>
<p>d. Lobby Highways England to improve the capacity and safety of the M11</p>	<p>Work with London Stansted Cambridge Consortium to identify common concerns</p>	<p>Work with the group to agree an action plan</p> <p>SCRUTINY COMMENTS: IS UDC TO SUPPORT THREE LANES ON M11 NORTH OF JCN. 8? ISN'T THIS UDC'S DELIVERY PLAN; NOT HIGHWAYS ENGLAND'S?</p>	<p>Within existing resources</p>	<p>Portfolio Holder for Infrastructure, Transport and Stansted Airport/Assistant Director of Planning</p>	<p>Work with LSCC will continue as far as possible within existing resources, recognising the limitations on officer resources.</p>
<p>e. Work with ECC and hold them to account to deliver rural superfast broadband in our district</p>	<p>Monitor the progress of the delivery by Superfast Essex and the provider</p>	<p>Half yearly reports on progress of the rollout</p> <p>SCRUTINY COMMENTS: ISN'T THIS ONGOING BUSINESS; NOT A NEW INITIATIVE?</p>	<p>Within existing resources</p>	<p>Portfolio Holder for Infrastructure, Transport and Stansted Airport/Assistant Director of Planning</p>	<p>Work with ECC will continue as far as possible within existing resources, recognising the limitations on officer resources.</p>
<p>2. Support our students, schools and libraries</p>					

a. Conduct a wholesale review of school transport to understand the gap in provision of what ECC provides	Carry out study of current provision provided by ECC	Agree and develop an action plan in conjunction with ECC SCRUTINY COMMENTS: IF THIS IS ECC'S RESPONSIBILITY AND THE WORK IS PAUSED, WHY IS IT IN THE PLAN? IF IT WEREN'T PAUSED, WHEN WOULD IT RESULT IN CHANGE?	£20,000 possible secondment from ECC. this was not identified in the budget and does not fall within 'essential spend'	Portfolio Holder for Infrastructure, Transport and Stansted Airport/Assistant Director of Planning	This work will be paused.
b. Ensure that developer contributions are collected for ECC to	Work with ECC to ensure the school organisation plan meet the needs of the communities where new	Effective school organisation Plan SCRUTINY COMMENTS: ISN'T THIS BUSINESS AS USUAL? IF NOT, WHAT IS THE EXPECTED CHANGE?	Within existing resources	Portfolio Holder for Planning and the Local Plan/Assistant Director of Planning	Work with ECC will continue as far as possible within existing resources,

provide our local school and Early Years places	housing developments are being established				recognising the limitations on officer resources.
c. Create and support new services inside our libraries to increase their viability	Form panel to guide the 'Future of Libraries' to include participation from the youth council	Identification of additional services for residents to be available within Libraries and the Stansted Exchange SCRUTINY COMMENTS: IT IS NOT CLEAR WHAT THIS MIGHT ACHIEVE?	£30k additional resource identified in the budget for UDC presence in Stansted Exchange. Does not fall within 'essential spend'	Portfolio Holder for Sport, Leisure, Education and the Arts/ Assistant Director of Housing, Health and Communities	This work will be paused as the future of all assets is likely to be reassessed post the pandemic. Maintain a watching brief
3. Work with partners to keep the district safe					
a. Work with the Police, Fire and Crime Commissioner and Chief Constable to reduce crime on our area	Work with partners to produce the annual Strategic Assessment Deliver identified priorities of the Strategic Assessment	Success will be measured and reported in the annual report SCRUTINY COMMENTS: WHO WILL DELIVER THE SUCCESS? UDC OR EP? WHAT IS UDC'S PRIORITY THAT ISN'T EP'S?	Within existing resources	Portfolio Holder for Communities /Assistant Director for Housing and Environmental Health	This work will continue within existing resources, recognising the limitations on officer resources
b. Continue to be an active partner of the Community Safety Partnership	Further develop the activities of the Community Safety Hub Work with partner agencies within the Community Safety Partnership to reduce and prevent crime and anti-social behaviour	To actively see reduction in crime and ASB to be measured through: annual surveys of residents; key performance indicators; quarterly feedback from Towns and Parishes; monthly updates from PCSOs SCRUTINY COMMENTS: IS THIS ADDING VALUE TO EP'S WORK? WHAT DIFFERENCE WILL IT MAKE THAT IS MEASURABLE? IS IT BUSINESS AS USUAL?	Within existing resources £20k allocated for further part funded PCSO. Does not fall within 'essential spend'	Portfolio Holder for Communities / Assistant Director of Housing, Health and Communities	This work will continue within existing resources, recognising the limitations on officer resources

	Continue partnership working with town				
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	councils, parish councils and the PCSOs to address the fear of crime				
4. Work to create a better local Health Service for residents					
a. Work with NHS on in-district local healthcare provision	Continue to work with the Clinical Commissioning Group to represent the needs of residents	Regular meetings to identify where there are gaps in provision within the district SCRUTINY COMMENTS: WHO WILL FILL THE GAPS?	Within existing resources	Portfolio Holder for Housing, Youth and Health / Assistant Director of Housing, Health and Communities	This work will continue within existing resources, recognising the limitations on officer resources
b. Work to secure Addenbrookes, The Princess Alexandra Harlow, and Mid-Essex hospitals as our recognised local hospital providers	Activity is impractical before 2021	SCRUTINY COMMENTS: WHAT IS THE INTENDED OUTCOME AND WHY IS IT REQUIRED?		Portfolio Holder for Housing, Youth and Health / Assistant Director of Housing, Health and Communities	This will be deferred until 2021/22
c. Deliver programmes to support our ageing population	Music programme for supporting residents with dementia (2020/21) Joint initiatives with Charities/support groups and sheltered housing Day Centre officers to identify programmes/activities for our residents	Review effectiveness of programme SCRUTINY COMMENTS: THE INTENDED OUTCOME SHOULD BE KNOWN BEFORE EFFECTIVENESS CAN BE REVIEWED. Provide half yearly reports on new programmes identified SCRUTINY COMMENTS: ARE CURRENT WEAKNESSES KNOWN?	Within existing resources, including an additional £5k allocated in the budget as grant for this work. Does not fall within 'essential spend'	Portfolio Holder for Housing, Youth and Health / Assistant Director of Housing, Health and Communities	This work will continue within existing resources, recognising the limitations on officer resources

A close-up photograph of a hand watering a small green seedling. The hand is positioned at the top, with water dripping from the fingers onto the plant. The background is a soft, out-of-focus green, suggesting a natural setting. The overall mood is one of care and growth.

EAST HERTS: A place to grow

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www.eastherts.gov.uk



Sustainability at the heart of everything we do

Enabling our communities

Encouraging economic growth

Digital by design



Foreword

We have chosen the “seed” concept to represent the priorities of the Council as it characterises much of what our district offers. As well as our commitment to sustainability and being greener, East Herts is a place where you can grow whether you want to move to a new, energy efficient home, expand your business or enjoy our market towns and fantastic green spaces whilst still being in easy reach of London. My priority over 2020/21 – 2023/4 is to continue delivering much needed housing but ensuring this comes with the right investment in infrastructure for travel, education and health. We also have planned investments of well over £100m in the next few years to improve our leisure and arts offering as well as help keep town centres vibrant and relevant.

Councillor Linda Haysey, Leader



Sustainability at the heart of everything we do



Our recent declaration on climate change emphasised our appetite to continue to reduce our impact on the environment. We need to reduce reliance on cars to get around the district, improve air quality at pinch points, and increase our use of sustainable materials. We are committed to providing good quality housing with a sustainable travel infrastructure which will support the needs of our communities while maintaining the highest environmental standards.

Where we are now

The council has made a Climate Change Declaration which affirms the council's commitment to use its powers and influence to promote carbon neutrality both on the part of the council and the district more broadly. Latest records indicate the council produced 2,800 tonnes of CO₂ in 2017 (the latest full year data), with 4.6 tonnes of CO₂ being produced per head across the district each year.

Where do we want to get to?

- Environmental Sustainability to be at the heart of everything the council does
- The council to be carbon neutral by 2030
- Climate friendly planning and building control regulations to be in force
- Joined up multi-agency action being taken to tackle climate change
- The council to have fully used its powers and influence to promote the district being carbon neutral by 2030
- The council to achieve 65% recycling rate by 2035

Strategy/objectives

1. We will make changes to how the council manages its own premises, people and services

2. We will use our regulatory powers to promote action by others

3. We will influence and encourage others to be more environmentally sustainable

Actions/key projects

1a. Draw up a carbon assessment tool to be used to assess the carbon footprint of all council projects
 1b. Audit the council's vehicles with a view to replacing them with e-vehicles
 1c. Audit all our buildings to identify options to increase energy efficiency/reduce the carbon footprint

2a. Publish an Environmental Sustainability Supplementary Planning Document
 2b. Facilitate the installation of rapid e-chargers to support a move to more e-taxis
 2c. Survey locally active residential developers to better understand barriers to building higher energy efficient / Passivhaus properties

3a. Work with business organisations and groups to promote environmental sustainability
 3b. Establish and run a multi-agency Environmental and Climate Change Forum
 3c. Actively implement and encourage waste minimisation initiatives

Who

Environmental Sustainability Co-ordinator

Property Manager

Service Manager
 Planning Policy
 Environmental Sustainability Co-ordinator
 Head of Housing and Health

Business and Economic Development Manager
 Head of Housing and Health

Waste Shared service

When

30/09/20

31/12/20

31/03/21

30/12/20

31/12/20

31/12/20

31/03/21

01/04/20

31/03/21

Enabling our communities



The quality of life on offer in East Herts – good schools, urban and rural space, historic market towns and excellent connectivity to London and Cambridge - makes it an ideal place to prosper. Our population is estimated to grow by 27,600 people by 2041, meaning we will be creating new communities as well as enabling our existing communities. We will work with partners to ensure that residents have a say in the future of their local area and that the council can enable those who most need support. Investing in major projects such as theatres and leisure services will make our district a more attractive destination for people to live, visit and invest.

Where we are now

We are investing in several high profile projects which will improve the wellbeing of our residents. We need to ensure momentum is kept on delivery, ensure a clear and consistent narrative is understood by stakeholders and that services to our most vulnerable continue to be delivered.

Where do we want to get to?

- Delivery of key milestones within major projects
- Deliver 150 new affordable homes each year
- Work with our vulnerable residents to prevent them becoming homeless by either maintaining their current home or assisting them to obtain more suitable alternative accommodation
- Time taken to process housing benefit claims/ changes (target: 10 days)
- Increased reach and engagements on Instagram, Facebook, LinkedIn and Twitter
- Increased referrals from the social prescribing project

Strategy/objectives

1. We will invest in our places

Actions/key projects

- 1a. Complete refurbishment of Hartham Leisure Centre (49 week build starting Feb 2020)
- 1b. Complete construction of new Grange Paddocks Leisure Centre (78 week build starting Feb 2020)
- 1c. Deliver £20m investment in Hertford Theatre
- 1d. Deliver the Castle Park project
- 1e. Support the Herts 2020 Year of Culture

Who

Head of Operations

Head of Operations

Head of Operations
Leisure & Parks
Development Manager

Community Wellbeing
Programme Officer

Head of Communications,
Strategy and Policy

Healthy Lifestyles
Programme Officer

Housing Services Manager

Head of Revenues
& Benefits Shared Service

When

1/4/2021

30/9/2021

31/3/2021

31/3/2021

31/12/2020

31/3/2021

31/3/2021

31/3/2021

2. We will ensure all voices in the community are heard

3. We will support our vulnerable residents

2. Grow our digital communications channels (Instagram, Twitter, Facebook and Linked in)

- 3a. Continue to deliver social prescribing and launch the Hertford and Bishop's Stortford Healthy Hubs
- 3b. Deliver affordable housing
- 3c. Support people with the transition to universal credit

Encouraging economic growth



The district's prosperity is supported by our proximity to London and the large employers and supply chains in our neighbouring towns. However, we also have a large number of micro-businesses operating in the district. We are committed to supporting and listening to local businesses in order to grow our local economy - providing flexible working space, creating opportunities for networking and supporting the application of new technology. To enable future prosperity we must plan for it - our District Plan protects existing employment space and plans for more of it. We are committed to ensuring that housing growth is delivered alongside the right infrastructure.

Where we are now

The district plan has been adopted and key sites are being developed. The local economy remains robust with high numbers of small and micro-businesses operating across different sectors. However we need to ensure that investment in infrastructure is realised to ensure we build communities not just housing estates. Equally we need to ensure that employment land is retained on current sites and built out within any new developments.

Where do we want to get to?

- Increase capital and revenue income from Millstream Property Investment Ltd to support key council priorities
- Increase the number of subscribers to the East Herts Lottery
- Increase the number of Launchpad users and the income generated from the facility
- Article 4 directions implemented on the 32 designated employment sites within the District Plan
- Delivery of at least 839 new dwellings per year
- Determine 80% of minor/other applications within 8 weeks
- Determine major planning applications within 13 weeks

Strategy/objectives

1. We will develop new sources of income

Actions/key projects

- 1a. Deliver the Millstream Property Investment Ltd's Business plan
1b. Grow the East Herts Lottery

Who

Head of Housing and Health
Housing and Health Projects Officer

When

31/3/21
31/3/21

2. We will support businesses growth

- 2a. Expand the Launchpad offering
2b. Provide discretionary business rate grants to incentivise new businesses to set up/ existing businesses to expand

Business and Economic Development Manager
Head of Communications Strategy and Policy

31/3/21
30/12/20

3. We will create viable places

- 3a. Begin construction of the multi-story car park on the Old River Lane site
3b. Implement Article 4 Directions on designated employment sites
3c. Support the Herts Growth Board with presenting a case for additional infrastructure investment in Hertfordshire
3d. Delivery of the strategic sites allocated in the District Plan in accordance with the housing trajectory.

Project Manager
Economic Development Officer
Chief Executive

Head of Planning
31/3/21

Digital by design



East Herts is made up of many different towns, villages and communities. Digital connectivity is key to providing the best possible services for all our residents and businesses, in towns and rurally. The way people work, interact, and access goods and services is changing rapidly. Connecting people with ideas and information can help us address some of the district’s difficult issues – such as social isolation and access to services in rural areas. We will work with partners such as the Digital Innovation Zone to put in place strong foundations for digitally enabled communities, particularly new communities such as Harlow and Gilston Garden Town. At the same time, the council will continue to transform its own services so they are more customer responsive and maximise the use of digital technology.

Where we are now

The geographic make up of the district means telephony remains the channel of choice for residents. Equally footfall into our main reception areas remains high. Whilst we recognise the importance of providing these services we also need to ensure demand is managed where possible. Alongside this we need to work with partners and the private sector to ensure the digital technology and infrastructure is in place for new developments.

Where do we want to get to?

- Increase proportion of customer contacts undertaken via the website
- Ensure 80% of govmetric ratings for face to face are rated as good
- Ensure 50% of govmetric ratings for web and email are rated as good
- Increase SOCITM ratings
- Increase % of households that have signed up to self service
- Increase % of businesses that have signed up to self service
- Increase % of landlords that have signed up to self service

Strategy/ objectives

1. We will improve the customer experience for those who use council services

Actions/ key projects

- 1a. Sign up to the MHCLG Digital Declaration
- 1b. Increase online and telephony payments options
- 1c. Put core staff competences in place for all staff which include customer focus and making effective use of digital solutions

Who

Helen Standen
Head of Communications,
Strategy and Policy
Head of HR

When

30/9/20
31/3/21
31/3/21

2. We will work with partners to ensure our communities are digitally enabled

- 2a. Ensure fibre to the premise (FTTP) is provided on all new developments
- 2b. Support joint delivery of Harlow and Gilston Garden Town as a fully sustainable and digital 'place'
- 2c. Support the Digital Innovation Zone to lobby for investment in our towns and villages
- 2d. Provide a programme of business networking and awareness raising on GDPR and cyber-security

Principal Planning Officer
Senior Planning
Project Officer
Deputy Chief Executive
Economic Development
Officer

31/3/21
31/3/21
31/3/21
31/1/21

Ready for the future

Our Corporate Plan 2018-2023

Page 59

LEPPING FOREST DISTRICT COUNCIL

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Ready for the future

Introduction

Our Corporate Plan sets out how we will work to achieve a prosperous district with a high quality of life for everyone. It's the cornerstone of our transformational plans to build an even more confident, capable Council.

Our mission is to work together to serve our community. Our customers are at the heart of everything we do and we will focus on the things that matter the most to local people.

Measuring our progress

To make sure we deliver on what we have set out to achieve, our performance will be monitored and reported on a quarterly basis to our Management Board, Scrutiny Committees and Cabinet. The purpose of our scrutiny committees is to help ensure our work is delivered effectively, efficiently and in the best interest of our community. You can find out more about how your Council works by going to the *Your Council* pages on our website.



Derek Macnab
Acting Chief Executive



Cllr Chris Whitbread
Leader of the Council

Your feedback

You can give your feedback on our activities and plans by speaking to your local Councillor. Visit our website and select *Your council* and enter your postcode to find your local Councillors' contact details. You can also send your comments or questions by email to consultation@eppingforestdc.gov.uk. Please include your names, organisation if applicable and contact details with your email.

A great place where people enjoy...

...living

The first three phases of our ambitious Council house building programme are well on the way to completion. Families from our Housing Register have started moving into the 35 new properties at Wood Villas and Roundhills in Waltham Abbey.



Work is also progressing on 51 new homes in Burton Road, Loughton, and further phases are planned.

...working – and shopping!

Epping Forest Retail Park in Loughton opened in the winter of 2017, with space for over a dozen retail units and 360 car park spaces. Near

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junction 5 of the M11 and close to Debden tube station, the development is part of our multi-million pound investment in our community.



The park is expected to create 200 jobs and raise £2.5 million each year to fund services, enabling us to keep our Council Tax low.

...learning

We have refurbished and extended the district museum at Waltham Abbey, following the award of £1.65 million of Heritage Lottery funding.



The award of further funding from Arts Council England will enable our museum and our

partners in Broxbourne and Chelmsford, to engage more people in our rich heritage and culture.

...and leisure

Local school children, councillors and business members gathered to mark the start of construction for Waltham Abbey's brand new state of the art leisure centre.



Places for People are our operating partner for the new facility, having been awarded a 20-year contract to design, build, operate and maintain the centre. The £9.5 million centre features an 80 station fitness suite, two pools, exercise studios, a community room and café.

There are also plans to have sixty independent living apartments on the site, offering an alternative to residential care, as well as a new doctor's surgery.

Watch the video

Check out our Future Proof video at our [eppingforestdc](https://www.eppingforestdc.gov.uk) YouTube page.



Our district

In 2016/17
57%
of household
waste was
recycled

56,000
households

Tourism
raises
£12m a year
for the local economy

13%
of children in
low income
families

Epping Forest district is a mixture of rural and urban areas and stretches northward from its boundary with Greater London right into the heart of rural Essex.

15,600
residents are
happy with the
condition of
local roads

The number of over
65 year olds with
dementia is
expected to raise
56%
by 2030

25,300
residents
over 65
year olds
20% increase
expected by 2025

771
residents
received social
care support in
2014/15

Covering an area of 131 square miles, the key population centres are the commuter towns of Loughton, Chigwell and Buckhurst Hill, as well as the market towns of Epping, Waltham Abbey and Ongar.

83%
of pupils attend a
good or
outstanding
school

71%
of pupils want
to go to
university

85%
of residents
say they
feel safe
during the day

4,100
unemployed
people

20%
of adults
smoke,
which is higher than
national average

By 2020
97%
of residents will have
access to
broadband

64%
of adults are
overweight

Population
130,300
52% female
48% male

Developing our plan

Our previous Corporate Plan ran from 2015 to 2020, with a review undertaken in the third year of delivery. We sought views from our residents, local businesses, partners, staff and councillors to ensure our plan remained up-to-date and focussed on our customers.

We have received a lot of helpful feedback and have worked hard to incorporate the views of key stakeholders into our plan for 2018-2023.

Priorities

All organisations in the public sector want to do the best with the resources they have, and the Council is no exception. Doing this means we have to prioritise our work. In assessing the priorities we considered:

- The public's priorities
- How high it is on the political agenda; and
- The number of other priorities it is likely to contribute positively to.

In ascertaining the feasibility of a priority we considered:

- Our powers to act
- The level of resources required to make a difference; and
- The availability of resources.



Our ambitions

The creation of this plan started with identifying the reasons for our work, known as drivers. We grouped these into three interdependent corporate ambitions:

- Stronger Communities
- Stronger Place; and
- Stronger Council

Under each ambition there is a set of aims, which in turn are broken down into objectives.

Annual business plans

In order to deliver the Corporate Plan we split it down into annual parts. A set of business plans operate below this level, which help Councillors and officers complete our work.

The next page contains the summary of the Corporate Plan for the next five years, followed by the annual objectives for the first year of delivery – 2018-2019.

Our Corporate Plan 2018-2023

“Ready for the future”

Our Vision

A great place where people enjoy living, working, learning and leisure.

Our Purpose

Working together to serve our community.

Stronger communities

1. People live longer, healthier and independent lives

1.1 Supporting healthy lifestyles

1.2 Promoting independence for older people and people with disabilities

2. Adults and children are supported in times of need

2.1 Safeguarding and supporting people in vulnerable situations

3. People and communities achieve their full potential

3.1 Enabling communities to support themselves

3.2 Promoting culture and leisure

3.3 Keeping the district safe

Stronger place

4. Delivering effective core services that people want

4.1 Keeping the district clean and green

4.2 Improving the district housing offer

5. A district with planned development

5.1 Planning development priorities

5.2 Ensuring infrastructure supports growth

6. An environment where new and existing businesses thrive

6.1 Supporting business enterprise and attracting investment

6.2 People develop skills to maximise their employment potential

6.3 Promoting retail, tourism and the visitor economy

Stronger council

7. Customer satisfaction

7.1 Engaging with the changing needs of our customers

8. Democratic engagement

8.1 Robust local democracy and governance

9. A culture of innovation

9.1 Enhancing skills and flexibility of our workforce

9.2 Improving performance through innovation and new technology

10. Financial independence with low Council Tax

10.1 Efficient use of our financial resources, buildings and assets

10.2 Working with commercial partners to add value for our customers

Our Values:

Customer

Trust

One Team

Innovation

Performance

Building stronger communities

Safe, happy and healthy communities with people who feel valued and included.

Our residents are at the heart of everything we do. In our ambition for our communities, we need to respond to a number of drivers.

Public funding for health, social and emergency care is limited. Demands on these services are increasing. Our residents expect a high quality of life, including being able to live independent and healthy lives, free from abuse or neglect. Building strong communities, where our residents are proud of the character of the district and feel a strong sense of belonging is essential.

Key partners who share our ambition include the National Health Service and local emergency services, and Essex County Council, who have responsibility for social services. We also work closely with and support a number of community partners from the charity and voluntary sector. Our partner VAEF (Voluntary Action Epping Forest) supports volunteers working in the community, playing a vital role in supporting residents to live independent lives.



Our work to build stronger communities is covered through three aims:

People live longer, healthier and independent lives

Adults and children are supported in times of need

People and communities achieve their full potential

1.1 Supporting healthy lifestyles

Improving the quality of life, as well as life expectancy of all our residents by supporting and promoting healthier lifestyles, providing opportunities for physical activity and initiatives to support the emotional and mental health of our children and young people.

In 2018/2019 we will:

- Ensure all year 6 children at primary schools receive the 'Milife' emotional, mental, health and well-being 'Startwell' programme (19 yrs)
- Provide our 'Active Living' initiative for people who are inactive or who have underlying health issues across four areas of the district via 'Bewell', 'Staywell' and 'Workwell' (working age adults)
- Relaunch our Forever Active leisure and health programme, by providing four 'Staywell' events (60 years+)
- Sign-up local take away food businesses to promote healthy choices, in partnership with Essex County Council



1.2 Promoting independence for older people and people with disabilities

Providing additional care facilities as well as future homes which in turn will reduce the demand on social care services and help to support independence.

In 2018/2019 we will:

- Undertake a review of our sheltered housing schemes assessing if there is sufficient or over provision and whether they are fit for purpose



2.1 Safeguarding and supporting people in vulnerable situation

Protecting people in vulnerable situations from abuse and neglect through a well trained workforce and by challenging the barriers that prevent people from accessing the help and support they need.

In 2018/2019 we will:

- Identify and support people with vulnerabilities through multi-agency Neighbourhood Hubs (Health)
- Deliver new and bespoke safeguarding training to our staff across the Council
- Develop our Hoarding Working Group with external colleagues in order to provide support to hoarders to try and effect behaviour change



3.1 Enabling communities to support themselves

Developing partnership working with the voluntary sector to help build community capacity and resilience across the district, enabling communities to support themselves.

In 2018/2019 we will:

- Increase the number of community leaders and volunteers in partnership with Voluntary Action Epping Forest and Town and Parish Councils
- Promote 'Active Citizens' through Town and Parish newsletters
- Provide opportunities for training and skills development for volunteers
- Deliver Dementia Friends training to communities
- Provide grant funding to voluntary organisations to support community resilience and sustainability



3.2 Providing culture and leisure

Residents of all ages and backgrounds enjoy opportunities to participate in cultural and leisure activities which celebrate the rural character and heritage of our district.

In 2018/2019 we will:

- Enhance our Leisure Facilities throughout the district through our leisure contractor, Places for People
- Establish a 'Culture Without Borders Development Trust' with our partner, Broxbourne Borough Council
- Deliver new cultural activity to engage with our diverse communities, including a Cultural Festival for all
- Expand our cultural and leisure outreach programme for people of all ages and abilities
- Provide a programme of arts, dance and social activities for our older residents



3.3 Keeping the district safe

Working in partnership with Essex Police to prevent crime and ensure our residents feel safe in the community.

In 2018/2019 we will:

- Tackle anti-social behaviour - target repeat and high harm anti-social behaviour to protect individuals and communities from distress and disruption
- Protect children and vulnerable people from harm - deliver awareness campaigns for children and young people to improve understanding of healthy relationships, Gangs and Child Sexual Exploitation (CSE)
- Support vulnerable victims of crime to feel safe through targeted help
- Train and develop front line staff to recognise the signs of domestic abuse and to know how and where to go for help



A stronger place to live and work

We are a district with great potential and ambitious plans. Public health, safety and well-being are amongst our key priorities and we aim to build and design our services around the needs of all our communities.

Working with our partners we have identified challenges and opportunities that have an impact on our local economy. We will work to improve the district's housing offer, support existing businesses and create an environment to attract new investments and opportunities for local people. The economic growth will see an increased number of housing as well as commercial properties in order to deliver services and infrastructure local people need. Rental incomes will help us pay for local services and ensure Council Tax remains as low as possible for our residents.

Keeping the district clean and green

One of our priorities is a protection of the Green Belt and we will do so, by ensuring that we develop the most suitable locations with the minimum possible impact on our unique environment.



Housing and jobs

We will continue to deliver ambitious projects to promote retail, tourism and the visitor economy. Our goal is to maximise employment potential for our residents, including apprenticeship opportunities. We will support business enterprise and attract local investment.

We will also continue to increase the level of affordable housing, ensuring the right infrastructure is provided to support growth. Together we can be proud of our history whilst looking out into the future.

Delivering effective core services that people want

A district with planned development

An environment where new and existing businesses thrive

4.1 Keeping the district clean and green

Striving for a cleaner, greener and attractive district in which businesses and communities prosper, where people feel proud to live and work.

In 2018/2019 we will:

- Identify and develop efficiencies and improvements in our street cleaning, waste and recycling services
- Protect our environment by deterring littering and fly-tipping incidents, enforcing action against infringements and working together to ensure the district is safe, welcoming and cohesive



4.2 Improving the district housing offer

Epping Forest will be a district that has homes and neighbourhoods that are safe, decent and attractive and that can accommodate the needs of those who want to live in the district including homeless people.

In 2018/2019 we will:

- Complete 73 residential properties from phases 2 and 3 of the Council Housebuilding Programme
- Supply 6 homelessness pods that will provide an alternative to accommodating single vulnerable homeless people in expensive bed and breakfast accommodation
- Relocate our housing repairs and housing asset teams to Oakwood Hill Depot, reducing our operating costs



5.1 Planning development priorities

Creating a sustainable environment including planning for growth, to address issues such as the provision of affordable housing, whilst protecting the Green Belt and rural landscape.

In 2018/2019 we will:

- Deliver approximately 210 new affordable homes that are sustainable and built in the right places, protecting the natural character of the district that we all value so highly
- Meet with relevant stakeholders to establish processes for implementing the Local Plan and for delivering strategically planned growth



5.2 Ensuring infrastructure supports growth

High quality sustainable development supported by appropriate infrastructure provision.

In 2018/2019 we will:

- Open a brand new leisure centre in Waltham Abbey offering a range of high quality sports and physical activities
- Open the extension to Loughton leisure centre
- Consider the long term future of Epping Sports Centre and Ongar Leisure Centre



6.1 Supporting business enterprise and attracting investment

Achieving the best possible outcome for businesses and residents of the district by encouraging sustainable commercial and economic development. Generating long term financial benefits and increasing employment opportunities for local people.

In 2018/2019 we will:

- Commence work on our key redevelopment site, St John's Road, Epping, which will stimulate economic growth, expand the range of services and facilities available and encourage local investment
- Improve levels of digital connectivity and engagement to deliver services through our digital innovation programme and establish a digital innovation zone covering West Essex and Eastern Hertfordshire
- Explore further our Digital Innovation Programme that would build on the successful infrastructure network improvements and further develop the district's potential as a digital innovation zone

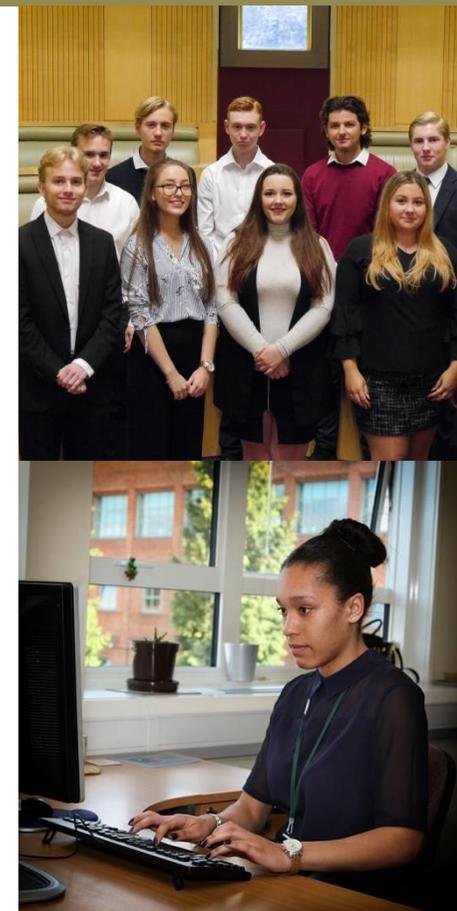


6.2 People develop skills to maximise their employment potential

Improving educational achievement, with fewer young people not in education, employment or training. Building opportunities for young people to progress their careers through our apprenticeship scheme – recognising and rewarding excellence.

In 2018/2019 we will:

- Continue with the Council's apprenticeship scheme offering structured work placements to young people from the district and assisting them in finding suitable employment



6.3 Promoting retail, tourism and the visitor economy

A thriving sustainable tourism and visitor economy which seizes the opportunities of our towns and countryside, history and heritage, and enhances our businesses, communities and environment.

In 2018/2019 we will:

- Enhance the physical appearance of the district's towns; provide additional facilities and thus visitor experience through targeted projects. This will also increase the level of local pride amongst residents and increase business confidence amongst local businesses
- Develop and maintain an economy that is strong and resilient and meets local needs and aspirations, in partnership with the local community



Links with other plans

Our values

The Council's values and behaviours underpin our work.

These show how we will behave as we carry out our work. Everyone at the Council has signed up to these values and is expected to adhere to them at all times.

Customer

"We will put the customer at the heart of everything we do, providing services that are tailored to the different needs of our communities".

Trust

"We will be open and honest with each other and our customers. We will treat everyone with respect and take responsibility for our actions".

One team

"We will work together as One Council, supporting each other and our partners to achieve better results for everyone".

Innovation

"We will seek new ways of working to improve and change to meet new challenges".

Performance

"We will take pride in our work and celebrate our achievements. We will learn from our mistakes and always do what we say we will do".

Strengthening our council

We aspire to be an efficient and effective Council, that is financially sustainable for the future.

Our Corporate Plan provides a focus for our business planning, and enables our staff and our partners to coordinate their contributions to our achievements. A stronger Council means being 'ready for the future' and putting customers at the heart of everything we do.

The key drivers informing our direction of travel are:

- Meeting changing customer needs and expectations
- Reductions in central government funding and rising costs; and
- The need to reduce spending whilst ensuring our services are reliable and relevant.

The Council has an ambitious transformation programme to ensure we reach our goals. This will involve continually improving our services and adapting to an ever evolving environment. The programme is made up of four workstreams:

- **Customer Experience:** Developing and enhancing the journey our customers take when accessing their services and interacting with us. A key piece of work for this workstream is the construction of a new customer reception and developing new



systems to improve the ways customers can access their services.

- **Business Culture:** Changing the way we work and do business, and improving our performance. This workstream centres around the establishment of our new People Strategy to develop the skills and agility of our workforce to meet our future demands.
- **Resources, Accommodation and Technology:** Ensuring we are organised. A key piece of work for this workstream is to review the

Council's accommodation needs and to make efficient use of the buildings we own; and to improve the use of technology to be ready for the future.

- **Major Projects:** Large projects that will support well-being and economic development in the district. This workstream includes the construction of new leisure centres in the district and the implementation of our Local Plan.

7.1 Engaging with the changing needs of our customers

As our customers needs develop, we will change our approach to ensure we meet expectations and have services that are fit for customers.

In 2018/2019 we will:

- Implement year two of our Customer Service programme to ensure we have improved, cost effective and faster services for customers. This will involve developments on our new customer reception area – to provide an appropriate access point for support and information, develop the ways that customers can contact the Council and pay for services to meet individual needs
- Engage customers through consultations to ensure we develop and deliver services with customers, not to them. A repeat of our customer satisfaction survey initiated last year will enable us to track our progress



8.1 Robust local democracy and governance

The political landscape is going through changes at a Local, National and International level. Our decision making must be ready for these future developments.

In 2018/2019 we will:

- Promote voter registration to help all residents have a voice in Local and General elections
- Gain approval for a governance review to review the structure of the Council's Cabinet and committees, to increase the efficiency of decision making

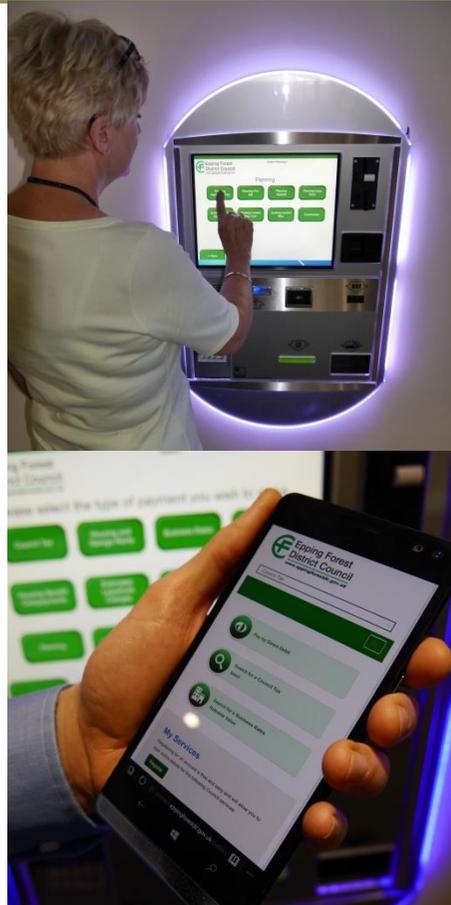


9.1 Enhancing skills and flexibility of our workforce

Our staff play an important role in customer satisfaction and successful delivery of services. We want to make sure that our workforce is developed and invested in to meet the changing needs of customers and to keep pace with technological advancements.

In 2018/2019 we will:

- Implement year two of the People Strategy to upskill and train our staff to improve flexibility and job enrichment, review how our services are structured to meet the evolving needs of our customers
- Implement year one of our Technology Strategy programme (2018-2023) to ensure technology supports the Council to serve our customers



9.2 Improving performance through innovation and new technology

Adapting the ways we work and looking to future opportunities will help us provide high levels of customer service, improve access to services and keep Council Tax low.

In 2018/2019 we will:

- Implement new ways of working to improve the speed, accuracy and success of our services. This will include flexible working, utilising technology and removing barriers to working as one team



10.1 Efficient use of our financial resources, buildings and assets

As central government funding continues to decrease, we need to find alternative ways to ensure our services perform at a high level. The Council seeks to be financially self-sufficient to continue to keep Council Tax low for our residents.

In 2018/2019 we will:

- Implement year two of the Service Accommodation review by relocating services to enable the sale of land and commence work on the civic office refurbishment to reduce our operating costs
- Review the Medium Term Financial Strategy to ensure our financial plans are fit for purpose and robust for the uncertainty of future public spending



10.2 Working with commercial partners to add value for our customers

Partnership working is increasingly valued by customers. With the pressures on public services to reduce costs yet also provide the required services, it is paramount that we join up with our partners to develop creative solutions to the problems faced by our customers.

In 2018/2019 we will:

- Receive increased income from commercial contracts
- Develop our partnership working to support meeting the needs of our customers with other organisations such as the NHS and voluntary groups
- Challenge our partners and welcome challenge from our partners to deliver services in the right way for our customers
- Reduce duplication of services across partners and seek out value for money for service delivery



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