



## Public Document Pack

# Uttlesford District Council

Chief Executive: Dawn French

## Council

**Date:** Tuesday, 9th April, 2019

**Time:** 7.30 pm

**Venue:** Council Chamber - Council Offices, London Road, Saffron Walden, CB11 4ER

**Chairman:** Councillor L Wells

**Members:** Councillors K Artus, H Asker, G Barker (Vice-Chair), S Barker, R Chambers, J Davey, P Davies, A Dean, P Fairhurst, T Farthing, M Felton, M Foley, J Freeman, R Freeman, A Gerard, T Goddard, J Gordon, N Hargreaves, S Harris, E Hicks, S Howell, D Jones, T Knight, G LeCount, P Lees, M Lemon, B Light, J Lodge, J Loughlin, A Mills, S Morris, E Oliver, V Ranger, J Redfern, H Rolfe, H Ryles and G Sell

### Public Speaking

At the start of the meeting there will be an opportunity of up to 15 minutes for members of the public to ask questions and make statements subject to having given notice by 12 noon two working days before the meeting. A time limit of 3 minutes is allowed for each speaker. Please refer to further information overleaf.

## AGENDA PART 1

### Open to Public and Press

#### **1 Apologies for Absence and Declarations of Interest**

To receive any apologies and declarations of interest.

#### **2 Minutes of the previous meeting**

7 - 22

To receive the minutes of the previous meeting.

- 3 Chairman's Announcements**
- To receive any announcements from the Chairman.
- 4 Report of the Leader of the Council (to follow)**
- To receive the report of the Leader of the Council.
- 5 Report of the Portfolio Holder for Communities and Partnerships** 23 - 26
- To receive the report of the Portfolio Holder for Communities and Partnerships.
- 6 Report of the Portfolio Holder for Economic Development** 27 - 30
- To receive the report of the Portfolio Holder for Economic Development.
- 7 Report of the Portfolio Holder for Environmental Services (to follow)**
- To receive the report of the Portfolio Holder for Environmental Services.
- 8 Report of the Portfolio Holder for Finance and Administration** 31 - 34
- To receive the report of the Portfolio Holder for Finance and Administration.
- 9 Report of the Portfolio Holder for Housing (to follow)**
- To receive the report of the Portfolio Holder for Housing.
- 10 Questions to the Leader, Members of the Executive and Committee Chairmen (up to 15 minutes)**
- To receive questions from members for the Executive and committee chairmen.
- 11 Matters referred from the Executive and the Council's committees**
- To consider any reports referred from the Executive and the Council's committees and receive questions and answers on any of those reports.
- 12 Matters received about joint arrangements and external organisations**

To consider matters concerning joint arrangements and external organisations.

**13 Investment Steering Group** 35 - 40

To consider a report on the Investment Steering Group.

**14 Address from Members of the Youth Council**

To receive an address from Members of the Youth Council outlining their progress to date and their forthcoming plans. The Youth Council's work on Housing, Mental Health and their Constitution will be specifically addressed.

**15 Governance, Audit and Performance Committee Annual Report** 41 - 46

To receive the annual report from the Chairman of the Scrutiny Committee.

**16 Scrutiny Committee Annual Report** 47 - 54

To receive the annual report from the Chairman of the Scrutiny Committee.

**17 Corporate Plan Delivery Plan Progress Report Annual Report** 55 - 72

To receive the annual report on the progress of the Corporate Plan delivery plan.

**18 Committee Timetable** 73 - 74

To consider the Committee Timetable.

**19 Notice of Motion from Councillor Light**

This Council recognises that libraries make a significant contribution to education, well-being and community activities.

Any library closures or reductions in services will disproportionately affect the well-being of children and young families, the elderly, the unemployed and other vulnerable groups and increase their social isolation.

We condemn the unnecessary cuts that are being proposed by Essex County Council and we will not allow the removal of services from any library in the district of Uttlesford.

Instead, as a Council committed to enhancing the well-being of our community, we will invest in and develop our libraries.

## **MEETINGS AND THE PUBLIC**

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The agenda is split into two parts. Most of the business is dealt with in Part I which is open to the public. Part II includes items which may be discussed in the absence of the press or public, as they deal with information which is personal or sensitive for some other reason. You will be asked to leave the meeting before Part II items are discussed.

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# Agenda Item 2

**COUNCIL held at COUNCIL CHAMBER - COUNCIL OFFICES, LONDON ROAD, SAFFRON WALDEN, CB11 4ER, on THURSDAY, 21 FEBRUARY 2019 at 7.30 pm**

Present: Councillor L Wells (Chairman)  
Councillors G Barker, S Barker, R Chambers, J Davey, P Davies, A Dean, P Fairhurst, T Farthing, M Felton, M Foley, J Freeman, R Freeman, A Gerard, J Gordon, N Hargreaves, E Hicks, S Howell, D Jones, T Knight, G LeCount, P Lees, M Lemon, B Light, J Lodge, J Loughlin, S Morris, E Oliver, V Ranger, J Redfern, H Rolfe, H Ryles and G Sell

Officers in attendance: A Bochel (Democratic Services Officer), D French (Chief Executive), R Harborough (Director - Public Services), S Pugh (Assistant Director - Governance and Legal) and A Webb (Director - Finance and Corporate Services)

Public speakers: D Brett, M Everett and T Mawer

## C61 **PUBLIC SPEAKING**

Daniel Brett, Martyn Everett and Tina Mawer spoke at the meeting. Summaries of their statements are appended to these minutes.

## C62 **APOLOGIES FOR ABSENCE AND DECLARATIONS OF INTEREST**

Apologies were received from Councillors Artus, Asker, Goddard, Harris and Mills.

Councillors Fairhurst and Freeman declared personal interests as members of Saffron Walden Town Council.

Cllr G Barker declared a personal interest in that he was married to Cllr S Barker, who was a member of Essex County Council.

Councillor S Barker declared a personal interest as a member of Essex County Council in relation to the Council Tax resolution in Item 13 and the motion regarding library services at Item 19.

In response to a Member question, the Assistant Director - Governance and Legal said there was only a need for district councillors to declare an interest as town or parish councillors if there was an item relevant to their organisation on the agenda. In this instance, the precept from Saffron Walden Town Council was a part of the agenda.

## C63 **MINUTES OF THE PREVIOUS MEETING**

The minutes of the previous meeting were approved and signed by the Chairman as a correct record, subject to the following changes:

C58: Councillor Ranger said 'he would arrange meetings with the users of the libraries at Stansted and Thaxted' to 'he would be happy to attend meetings requested by parish councils with the users of the libraries at Stansted and Thaxted.'

C59: Remove the words 'reinstate the council's failed monitoring equipment in order to' from the following resolution:

RESOLVED: DEFRA's response to UDC's Air Quality Annual Status report highlights that, "after distance correction, there are now no exceedances of the annual mean objective for Nitrogen Dioxide within the Saffron Walden AQMA, or any results within 10% of objective levels at positions of relevant exposure" and goes on to state that "The recent monitoring results are extremely encouraging, and the Council should maintain the strategy outlined within the Action Plan". This council welcomes this response and will continue its work to improve further the air quality in our District and urges the Cabinet to reinstate the council's failed monitoring equipment in order to return the air quality reporting to the more accurate local validation preferred by DEFRA.

#### C64 **CHAIRMAN'S ANNOUNCEMENTS**

The Chairman said she had attended a number of events since the last Council meeting. These had included:

- a range of carol services
- a production at the Harlow Playhouse
- the Uttlesford District Council Staff Long Service Awards,
- a Queen's Award presentation to Kestrel Liner Agencies
- the Essex Wing Training Corp Presentation Evening
- the opening of the London and Quadrant Independent Living Development in Saffron Walden

#### C65 **REPORT OF THE LEADER OF THE COUNCIL**

The Leader of the Council presented his report. He highlighted the following points:

- The opening of Harlow College at Stansted Airport. The College was now full and had a waiting list for future years. There was very positive feedback from some of those attending.
- There had been a conference held at Chesterford Research Park to discuss the role of digital in future housing. The technology emerging to drive a cleaner and more effective environment was very sophisticated and exciting. It would be a big part of the future.
- The London Stansted Cambridge Consortium Group was looking at the M11 Innovation Corridor. A cross-party meeting with representatives of Cambridge City Council, South Cambridgeshire Council and the



Combined Authority had been held to share ideas on innovation in the area. The Leader had also had a meeting with the political advisor to the Secretary of State for Housing Communities and Local Government to discuss better connectivity between the Ministry, the Department for Transport and the district authority.

- The Livewell Wheel diagram could be found on page 25 of the pack. This would be a key part of the way forward for the next administration. The Essex Partners Board and the Essex Health and Wellbeing Board were focused on connectivity between the NHS and local authorities, because the health service would not be able to take on sole responsibility for prevention and must do so in partnership with local government.

C66

## **REPORT OF THE PORTFOLIO HOLDER FOR COMMUNITIES AND PARTNERSHIPS**

Councillor Ranger, the Portfolio Holder for Communities and Partnerships, presented his report. He highlighted the following additional points:

- The work on developing the Sports Strategy for submission to the Local Plan examination continued to progress according to programme, and it was hoped it would be ready to submit to the Local Plan Inspectors in April.
- The Council had recently formed a small steering group with local sports groups in Saffron Walden to carry out a feasibility study for a modern high-quality multi-sports campus located in or near to the town. The Council aimed undertake an examination of the currently identified shortfall of sports facilities in greater detail, and to identify a cost-effective site to improve provision for a wide range of sports and activities. Work was beginning in parallel with working with clubs and organisations in the south of the district.
- Uttlesford had a foodbank delivered by a group of volunteers who were very professional in their work. The foodbank was now a registered charity. It had now signed a lease on premises in Shire Hill. It would be positive if the rent was securely funded. The next administration should consider raising a motion to contribute 1% of Members' allowances to pay the bulk of the rent.
- There had been a disagreement at the December Council meeting between himself and Councillor Hargreaves as to what should have been minuted on minute item C35 in the minutes of the October Council meeting. They had now agreed a substituted minute. This new wording now gave the impression that, should the Residents for Uttlesford become the administration in Uttlesford District Council, they would seek to remove from the Constitution, the protection which prevented decisions being made in secret.

C67

## **REPORT OF THE PORTFOLIO HOLDER FOR ECONOMIC DEVELOPMENT**

Councillor Ryles, the Portfolio Holder for Economic Development, presented his report. He highlighted the following:

- The success of the Saffron Walden Business Improvement District, which had drawn more customers into the town.
- Gigaclear was planning to roll out Phase 3 of superfast broadband in July 2020.
- The Council was bidding to play a role in the Digital Innovation Strategy Zone (DIZ). It had submitted one bid for the Government's 5<sup>th</sup> Generation Rural Mobile Testbed Trials, and would submit a proposal for involvement in the Local Full Fibre Network to deliver full fibre connections to all GP practices in the DIZ area. He commended the Economic Development Team on this work.
- A procurement process for ticketing machines in car parks was underway.
- The Council was waiting on responses from residents to help find solutions to parking issues on Caton's Lane/Little Walden Road.
- He would be meeting with officers next week to put together a bid for Saffron Walden to be the first of Uttlesford's towns to apply for the Future High Street Fund. This would then follow with a bid for Dunmow in 2020. Only one bid could be submitted each year.

C68

### **REPORT OF THE PORTFOLIO HOLDER FOR ENVIRONMENTAL SERVICES**

The Portfolio Holder for Environmental Services presented her report. She apologised for the lack of a written report, and made the following points:

- The Local Plan had been submitted in January and two inspectors had been appointed. They had already sent a list of initial questions to the Council, and hearings on the plan would take place in July.
- The Police and Fire Commissioner's plan included an additional 215 additional police officers on the street and an additional 50 police staff, including a dedicated team for Saffron Walden.
- The Council had an exceptional Christmas with its bin collections. Missed bins were at an all-time low, new vehicles had been acquired and there had been an increase in litter-picking staff. A planning application for a new depot in Dunmow would be submitted in March.

C69

### **REPORT FROM THE PORTFOLIO HOLDER FOR HOUSING**

The Portfolio Holder for Housing presented her report. She highlighted the following points:

- The Council had a team that worked on private sector housing. New licensing laws had come into force regarding house of multiple occupation (HMOs). Since October, the Council had licensed 11 HMOs and there were more pending.
- An application for redevelopment of The Moors at Little Dunmow would now go to the Planning Committee in April, rather than March.
- In the 2017-2018 year, the Council had sold 9 properties under the Right to Buy, and in the 2018-2019 year, it had sold another 8, with another waiting to be sold that week. When selling a property under the Right to Buy, the Council was only allowed to retain 30% of the receipts. This was

provided the Council could spend it on building a new property. The Council held £5 million in Right to Buy receipts, and the Council had a planned development programme in order to use these receipts. If the Council did not have this programme, it would have repay this money, and £400,000 in interest to the government. The debt cap for Council borrowing had been raised, enabling the cost of building new properties to be covered.

- She had been working with Councillor Dean and a team to look into what types of housing it would be necessary to supply in the three new garden communities.

**C70 REPORT FROM THE PORTFOLIO HOLDER FOR FINANCE AND ADMINISTRATION**

The Portfolio Holder for Finance and Administration declined to speak on his report as he would be discussing the budget proposals, the business rates relief and the pay policy later that evening.

**C71 QUESTIONS TO THE LEADER, MEMBERS OF THE EXECUTIVE AND COMMITTEE CHAIRMEN (UP TO 15 MINUTES)**

Councillor Dean said in certain areas the standard of workmanship as superfast broadband was being installed had been poor. A number of verges had been left in appalling condition, and junction boxes left open. This needed to be sorted. One site on Foresthall Road had exposed a lot of litter.

In response to this, the Portfolio Holder for Economic Development said sometimes contractors just intended to leave the soil in the trenches to settle. He asked that Councillor Dean to send him an email in order that he could follow the issue up.

Councillor Dean said the Council intended to invest over £100 million in commercial investments. However there was nothing in the capital programme for housing to take into account the lifting of the borrowing cap. He asked if the Portfolio Holder for Housing could confirm that the Council would be investing money, where it could, in Council housing.

In response to this question, the Portfolio Holder for Housing said that the Investment Strategy did not include investing in council housing as a commercial proposition. Instead there was provision in the Housing Revenue Account for investment in council-housing. There was an ongoing programme to deliver as many council homes as possible, and the Council would be looking at how the raising of the debt cap could be used. The Council had already done a lot to deliver council homes. The lifting of the debt cap was recent, and the Council might well borrow further to invest in council housing.

Councillor Sell asked if it would be possible to provide paper copies of the agenda pack for budget meetings in the future. This would be conducive to good decision-making. He said it was regrettable there was no mention of libraries in

the Leader's report. He asked if Councillor Rolfe could explain his actions regarding library services since the last meeting.

In response to these points, Councillor Rolfe said it had been decided that digital copies of agenda papers were the right environmentally-friendly strategy. He would reserve his comments on libraries for the debate at Item 19.

Councillors Knight, Jones and Loughlin supported Councillor Sell on his point about hard copies of the agenda. Councillor Knight said it was difficult to skip through pages of the agenda with ease on the iPad. Councillor Jones said the Council should take into account that some people might wish to follow the Council's work on paper, and that the Council might benefit from having a debate on the issue. Councillor Loughlin said her iPad was now not working, so she had had to borrow a paper copy in any case.

Councillor Lees said she was a big fan of no paper and that people could print off important sections of the agenda if they considered it necessary.

Councillor Lodge asked if the Councillor Ranger could explain his statement suggesting that should the Residents for Uttlesford become the majority party at the Council, the group would seek to remove the protection which prevented decisions being made in secret.

In response to this question, Councillor Ranger said Councillor Hargreaves was now on record as having said that a recorded vote trumps a secret ballot.

Councillor Gerard asked a question on behalf of one of his residents. He said on 19 October 2018, a report on planning application UTT/18/1027 had recommended refusal, but the following day, a decision notice was issued granting approval. The Leader issued a press release stating that he would apply to the High Court to have the decision put aside. He asked where the Council was in the process and what lessons had been learnt from the error.

In response to these questions, the Leader of the Council said that mistakes happen. The next step was for the court to set a date for the hearing. The developer had not yet indicated whether they were going to oppose the application. There had been no tardiness on behalf of the Council. It was a bold decision for the Leader of the Council to take action against his own council, but he did it because it was the right thing to do.

The Assistant Director – Governance and Legal said unfortunately it does take a long time for a case to be listed in the High Court, but that there had been no delay on the part of the Council.

Councillor Lemon asked whether the Council would be installing electric charging points in car parks in the near future.

In response to this question, the Portfolio Holder for Economic Development said there was no one size fits all approach that could be taken with electric charging points. This lack of uniformity across the country made it difficult, but he would take the issue up with the parking team.

The Portfolio Holder for Finance and Administration presented the report. The Council was required to prepare detailed reports to enable the annual budgets for the General Fund and Council Tax, Housing Revenue Account and the Capital Programme to be set. The Section 151 Officer was also required to provide Members with a Section 25 report giving advice and assurance on the reserves position. The Council also had to provide a number of supporting strategies. All of these documents were presented in the report.

He had been asked by Councillor Dean, the Chairman of the Scrutiny Committee, to clarify that there was no vote at Scrutiny Committee on the budget, and the report to Council was wrong to state that it had endorsed the budget.

He reflected upon the last four years as a Council. The very significant challenge of a one third cut in government funding had been navigated, and the Council had protected services, continued to invest in additional priority services, undertaken a significant programme of capital investments and some important strategic investments, built up a sinking fund to the relocation of the Dunmow Depot, funded the Local Plan, and put in place the Local Council Tax Support Scheme, which was by far the most generous in Essex. This had been done by a combination of efficiencies and identifying an additional source of income.

A 2.99% increase in Council Tax was proposed for the coming year. Over the last ten years, Uttlesford Council Tax had only increased by 2.8%, and Uttlesford continued to have the lowest rate of Council Tax than any other district in Essex.

The Council faced significant financial challenges in the future. Government funding was likely to decline by over 50% in the next five years, from £6.6 million to £3.1 million. There was likely to be a growing deficit going forwards, though the reserves would likely smooth the process. There was scope for efficiencies and increasing council tax, but this would not plug the funding gap. It was therefore proposed to add another aspect to the Investment Strategy. The Council's investment in Chesterford Research Park was forecast to bring in £1.7 million in 2019/20, and had been a valuable first step. There was capacity to expand the park, but it would not grow fast enough to meet the challenge. A resolution to agree in principle further expansion of the investment strategy was therefore proposed.

An item regarding the governance structure for a significant increase in investment would come to the following Council meeting. It was important for Council to be the decision-making body, but a new structure would ensure early engagement from a wide-range of councillors, non-executive and professional advisors. It was important that decisions on investment must be taken in standalone meetings, or at the beginning of meetings. It was important to see beyond the next election.

Some Members expressed support for the view that decisions on investment should not take place at the end of meetings, and should have standalone meetings. These decisions were so important that a wrong decision could put the Council in jeopardy.

Councillor Dean said as Leader of the Liberal Democrat group, the group was satisfied with the broad proposals, and recognised the likely need to bridge a looming funding gap. He asked whether the Council could now openly lobby for fair funding from central government. The Liberal Democrats were concerned about lack of controls and accountability regarding investment and would therefore abstain on the Medium Term Financial Strategy and the Investment Strategy. He asked for separate votes on these items.

Some Members expressed the view that it was a shame that councils had been put in a position where they were being encouraged to invest in order to generate income, although a solution to the funding gap was needed.

Some Members criticised the lack of detail in the Investment Strategy, and expressed concern about the governance of current and further commercial investments. A means of exercising better governance over the Council's investments was needed, for instance by a panel with a specific role to monitor this. Matters such as commercial investment had to be considered carefully, and should include input from a selection of experts, as any investment had to be a risk the Council could manage. Councillors could not turn themselves into entrepreneurs, and it was dangerous to speculate with public money.

Councillor R Freeman said scientific input on a proposed investment panel would be useful.

The Leader of the Council said Councillor Howell had been outstanding over his four years as Portfolio Holder for Finance and Administration, and would be stepping down in May. Members seemed to respect the budget and the need for investment. Most local councils had been investing commercially for longer than Uttlesford and so were more experienced. There seemed to be cross-party support for a panel to manage governance in investment, and officers would do work on what this panel would look like. It could be possible to add a new member to the Aspire board who had knowledge of scientific research. The Council was continually lobbying for fair financial support from central government, and the government in turn was looking seriously into district council financing and health and social care.

Councillor Sell proposed the following amendment:

**This Council resolves to withdraw financial support from the establishment of a running track at Carver Barracks, Debden. It therefore resolves to transfer the allocated financial support of £500,000 which is currently earmarked within the Strategic Initiatives Fund (SIF) to a new reserve for community infrastructure including sport provision.**

He said he had not supported the original decision to dedicate funding to the running track at Carver Barracks. There were many examples within the district

where funding for sport was required, and allocating so much money to one athletics track was not putting it to good use. It was important to think about what was best for the residents of the entire district.

Some Members supported the view that prudent to allocate the money to a new reserve for community infrastructure. It would be wrong just to allocate all funding to the same place. Other clubs across the district were in need of investment.

Other Members said they would be opposing the motion. The planned running track would be a great facility in a great place. It would be wrong to back down from the decision and it was a good opportunity to get an expensive project completed at a reduced cost.

Councillor Knight summarised how the progress with the running track had proceeded over the past four years. The most contentious issue had been a clawback clause which would have allowed the Council to claim back a certain amount of the funding if the Barracks closed before 2030, and nobody had been prepared to guarantee that it would not close by that date. Now it had been confirmed to stay open until 2032. Plans were that 90% of the time the new track facility would be used by residents of the public. It was a great opportunity to spend only £500,000 on a £12 million project.

*Councillor Felton left the meeting at this point.*

In response to a question from Councillor Dean, the Chief Executive it had now been clarified that the Barracks would not close until 2032, and in fact its usage might intensify. This had just been through email exchange and so was still subject to proper due diligence by the Council and the defence establishment.

Councillor Knight said money had been ring-fenced due to the clawback clause so that the Army could afford to pay back the Council if the Barracks closed before 2031. Only by removing this clause could construction go ahead, because otherwise the funds would have to stay ring-fenced.

**A majority of members voted against Councillor Sell's amendment, which was defeated.**

Councillor Howell said it appeared Members were almost all in agreement. He had heard Members' comments about risk, but the Investment Strategy had to be the solution to the challenge. There would be a debate about governance in April, and for the time being, Members would only be voting on the principle of investing additional money.

*Councillor Chambers had left the meeting by this point and took no part in the vote.*

RESOLVED

1. To approve the Section 25 Report - Robustness of Estimates and Adequacy of Reserves
2. To approve the Investment Strategy

*A recorded vote was taken on the Investment Strategy recommendation as follows:*

*For the recommendation: Councillors G Barker, S Barker, Davey, Davies, Farthing, J Freeman, R Freeman, Gordon, Hargreaves, Hicks, Howell, Jones, Knight, Lees, Lemon, Oliver, Ranger, Redfern, Rolfe, Ryles, Wells*

*Against the recommendation: Councillors Fairhurst, Foley, Gerard, LeCount, Light, Lodge, Morris*

*Abstain: Councillors Dean, Loughlin and Sell*

3. To approve the Medium Term Financial Strategy

*A recorded vote was taken on the Medium Term Financial Strategy recommendation as follows:*

*For the recommendations: Councillors G Barker, S Barker, Davey, Davies, Farthing, J Freeman, Gordon, Hargreaves, Hicks, Howell, Jones, Knight, Lemon, Oliver, Ranger, Redfern, Rolfe, Ryles, Wells*

*Against the recommendations: Councillors Fairhurst, R Freeman, Gerard, LeCount, Lees, Light, Lodge, Morris*

*Abstain: Councillors Dean, Foley, Loughlin and Sell*

4. To approve the Treasury Management Strategy
5. To approve the Capital Strategy
6. To approve the Capital Programme
7. To approve the Housing Revenue Account proposals
8. To approve the General Fund Revenue and Council Tax proposals
9. To approve the Council Tax Resolution as follows:
  - 9.1. To note that on 11 December 2018 the Director of Finance and Corporate Services, acting under delegated authority, calculated the Council Tax Base for 2019/20:



- (a) Taxbase for the whole Council area is 39,185.91 Band D equivalents, before adjusting for Local Council Tax Support discounts
  - (b) For the whole Council area, the estimated value of Local Council Tax Support discounts is a taxbase reduction of 1872.76 Band D equivalents
  - (c) Taxbase for the whole Council area, after adjusting for Local Council Tax Support discounts is 37,313.15 Band D equivalents. This being the figure to be used for precept calculation purposes
  - (d) For dwellings in those parts of its area to which a Parish precept relates as shown in Annex 1.
- 9.2. To determine that the Council Tax requirement for the Council's own purposes for 2019/20 (excluding town/parish precepts) is £5,657,106.
- 9.3. That the following amounts be calculated for the year 2019/20 in accordance with Sections 31 to 36 of the Local Government Finance Act 1992, as amended (the Act):
- (a) £76,382,726 Being the aggregate of the amounts which the Council estimates for the items set out in Section 31A (2) of the Act taking into account all precepts issued to it by town/parish councils.
  - (b) £67,311,642 Being the aggregate of the amounts which the Council estimates for the items set out in Section 31A (3) of the Act.
  - (c) £9,071,084 Being the amount by which the aggregate of 3(a) above exceeds the aggregate at 3(b) above, calculated by the Council in accordance with Section 31A(4) of the Act as its Council Tax requirement for the year (including town/parish precepts).
  - (d) £243.11 Being the amount at 3(c) above, divided by the Council Tax Base shown at 1(c) above, as the basic amount of its Council Tax for the year (including town/parish precepts),
  - (e) £3,413,978 Being the aggregate amount of all special items (town/parish precepts) referred to in Section 34(1) of the Act (as per the attached Annex 1),
  - (f) £151.61 Being the amount at 3(d) above less the result given by dividing the amount at 3(e) above by the Council Tax Base shown at 1(c) above, calculated by the Council, in

accordance with Section 34(2) of the Act, as the basic amount of its Council Tax for the year for dwellings in those parts of its area to which no Town/Parish precept relates.

- 9.4. To note that Essex County Council and the Office of Police, Fire and Crime Commissioner have issued precepts to the Council in accordance with Section 40 of the Act for each category of dwellings in the Council's area and these are shown in the table in point 5 below.
- 9.5. That the Council, in accordance with Sections 30 and 36 of the Act, hereby sets the aggregate amounts shown in the table below as the amounts of Council Tax for 2019/20 for each part of its area and for each of the categories of dwellings.

	<b>Band A</b>	<b>Band B</b>	<b>Band C</b>	<b>Band D</b>	<b>Band E</b>	<b>Band F</b>	<b>Band G</b>	<b>Band H</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Essex County Council	846.96	988.12	1,129.28	1,270.44	1,552.76	1,835.08	2,117.40	2,540.88
PFCC - Essex Police	128.64	150.08	171.52	192.96	235.84	278.72	321.60	385.92
PFCC - Essex Fire	48.30	56.35	64.40	72.45	88.55	104.65	120.75	144.90
Uttlesford District Council	101.07	117.92	134.76	151.61	185.30	218.99	252.68	303.22
<b>Aggregate amounts excluding Town/Parish Councils</b>	<b>1,124.97</b>	<b>1,312.47</b>	<b>1,499.96</b>	<b>1,687.46</b>	<b>2,062.45</b>	<b>2,437.44</b>	<b>2,812.43</b>	<b>3,374.92</b>

9.6. Determines that the Council's basic amount of Council Tax for 2019/20 is not excessive in accordance with the principles approved under Section 52ZD(1) of the Act, and as shown in the calculation below.

- (a) Percentage increase defined by the Secretary of State as constituting an excessive increase for 2019/20: maximum increase of £5 or 3%
- (b) Percentage change in the Council's basic amount of Council Tax:

2018/19 amount                      £147.21  
 2019/20 amount                      £151.61

Percentage increase:                      2.99%

The figure at 6(b) is less than the allowed increase at 6(a) above and therefore the Council's basic amount of Council Tax for 2018/19 is not excessive and no referendum is required.

- 9.7. Amounts payable in each town/parish at each band, comprising aggregate sums derived from all precepts are set out in Annex 2.

*A recorded vote was taken on the Council Tax recommendations as follows:*

*For the recommendations: Councillors G Barker, S Barker, Davey, Davies, Dean, Fairhurst, Farthing, J Freeman, R Freeman, Foley, Gerard, Gordon, Hargreaves, Hicks, Howell, Jones, Knight, LeCount, Lees, Lemon, Lodge, Loughlin, Morris, Oliver, Ranger, Redfern, Rolfe, Ryles, Sell, Wells*

*Abstain: Councillor Light*

*Councillor Farthing left the meeting at this point.*

#### **C73 BUSINESS RATES RETAIL RELIEF**

The Portfolio Holder for Finance and Administration presented the report. He said the Council did not set business rates but it did collect them. A consequence of a revaluation exercise was that 1370 businesses across Uttlesford received 100% relief and there were reduced rates for 294 other businesses. This meant 49% of businesses throughout Uttlesford paid no or reduced rates.

Proposals in the report were for a rate relief programme lasting 2 years for retail businesses with a rateable value of less than £51,000. 268 businesses would benefit from the scheme, and it would be applied in accordance with the guidance issued by local government.

RESOLVED to:

- 1) Adopt the discretionary Retail Relief Discount for the years 2019/20 and 2020/21 as set out in this report and the attached Business Rates Policy (Appendix B) under Section 47 of the Local Government Finance Act 1988.
- 2) Delegate authority for decision making on awarding Retail Relief to eligible businesses to the Section 151 Officer.

#### **C74 PAY POLICY**

The Portfolio Holder for Finance and Administration presented the report. He said the pay policy complied with all government directives and guidance. The policy was in place to accord with good governance and transparency requirements, and provided extensive information on the Council's pay policy.

He noted on average, the Council paid its female employees slightly more than its male employees, and there was no significant pay gap.

RESOLVED to approve the pay policy.

**C75 CORPORATE PLAN REFRESH 2019-2023**

The Leader of the Council presented the report. He said the Plan was consistent with the previous plan. Three additional bullet points had been added to the bottom of the Plan to underpin the Plan's priorities as important considerations for how the Council delivers its services.

The bullet points were:

- to manage and minimise the environmental impact of our activities
- to maximise the use of digital and SMART technology to enhance well-being
- to demonstrate our commitment to diversity and inclusion

RESOLVED to approve the Corporate Plan refresh 2019-23.

**C76 THAXTED NEIGHBOURHOOD PLAN**

The Portfolio Holder for Environmental Services presented the report. The Thaxted Neighbourhood Plan had undergone a successful examination and referendum in accordance with neighbourhood planning regulations. There had been a 35% turnout 896 people voted of which 861 endorsed the plan.

Councillor Foley, as one of the ward members for Thaxted and the Eastons, commended the work of those who worked to see the plan to completion.

The Leader of the Council congratulated the group on the work they had put in.

Councillor Gerard, as a member of the Newport Neighbourhood Plan Steering Group, said he understood the amount of work that had been put in and congratulated the group on their achievement.

RESOLVED to approve that the Thaxted Neighbourhood Plan is formally 'made' as part of the statutory development plan for the District.

**C77 COMMITTEE TIMETABLE 2019/20**

This item was deferred until the following meeting.

**C78 NOTICE OF MOTION RECEIVED FROM COUNCILLOR LIGHT**

This item was deferred until the following meeting.

The meeting ended at 11.00.

# Minute Item 1

Public speaking:

Daniel Brett said he would welcome the cancellation of the running track at Carver Barracks in favour of a new reserve for community infrastructure across the district. It was unfair that vast reserves were allocated to Saffron Walden when Stansted sports provision was underfunded. He said the Council was currently investing in a niche asset, but the programme lacked coherent strategy and ignored emerging risk. There needed to be a constant examination of risk across several asset classes. One investment should not make up such a big proportion of the Council's assets under management. Brexit was a big risk as tenants of properties at Chesterford Research Park might not renew their contracts. It was crucial the investment strategy was not linked to the local economy.

Martyn Everett said there had been a lot of cuts to libraries over the years, but they were important services for socially excluded people. They contribute footfall to town centres, generate activity and add £7 of social value for every £1 local authorities £1 spend on them. The County Council's plan to close 44 libraries and reduced hours and staffing at the remainder, would deprive a third of current users of libraries of their local libraries. There was a definite need for libraries. Many people throughout England had low literacy and numeracy skills, which led to low pay, poverty and ill health. Essex County Council had a legal obligation to provide this service. It made such a profound improvement to people's lives, councillors should be fighting to keep libraries open.

Trina Mawer said she had set up a library, and to do so was very difficult. It was important for towns to have proper libraries. A library without a librarian was not a library, but a room of books, and could not be run by volunteers. The Leader of the Council had kindly offered for UDC to pay the rent on Thaxted Library, but this was not what was needed. Thaxted deserved a library, with a librarian. The Ambition for Public Libraries document published by the government said skilled staff were vital for the service. Much was wrong with Essex's proposed scheme for libraries, which aimed for 7 outcomes, but you needed libraries to get these outcomes.

**Committee:** Council

**Date:**

**Title:** Report of the Portfolio Holder for Communities and Partnerships

Tuesday, 9 April 2019

**Report Author:** Councillor Vic Ranger, Portfolio Holder for Communities and Partnerships

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## Summary

1. This report summarises the key activities for the financial year 2018/19 in the Communities and Partnerships portfolio.

## Recommendations

2. None

## Financial Implications

3. None

## Background Papers

4. None

## Impact

- 5.

Communication/Consultation	None
Community Safety	The report details community safety activity
Equalities	None
Health and Safety	None
Human Rights/Legal Implications	None
Sustainability	None
Ward-specific impacts	None
Workforce/Workplace	None

## Situation

### Health and Wellbeing

6. Uttlesford Health & Wellbeing Board launched its refreshed [Health & Wellbeing Strategy \(2019-2022\)](#) in February 2019. The Strategy reflects our growing communities, including the proposed new garden communities. Throughout 2018/19 the council and its partners continued to support the Livewell campaign which provides information for people across Essex on ways to improve their health.
7. [Dunmow Dementia Café](#) launched in May 2018. It has been a great success – it started in Uttlesford Community Hub but has recently moved to Rowena Davey Centre as the group needed a larger venue. This was organised by Uttlesford Dementia Action Alliance, in which the Council plays a key role.
8. [Dementia Friendly Uttlesford](#) website launched in February 2019 to promote information and activities for local people with dementia and their carers. This was another project to come out of the Uttlesford Dementia Action Alliance
9. Uttlesford District Council signed a [Time to Change](#) pledge in October 2018 to reduce stigma around mental health within the workplace. Since then, mental health first aid training has been organised for all managers and mental health awareness training offered to all staff.
10. Walking Netball (a project funded by the Active Uttlesford Network) launched in May 2018 for men and women to enjoy a slower-paced version of the game

### Youth Council

11. During the year, six new Uttlesford Youth Councillors were recruited, including three from Forest Hall School in Stansted and two who live in the district but attend school out of locality.
12. The focus for the young people will be involvement in housing and the planning process with the main focus on the proposed New Garden Communities. Allowing the young people to become involved in new and fresh topics will hopefully encourage more into the democratic process. Council officers are working with the Youth Council to establish working groups for planning and also for constitutional matters and mental health.

### Community Safety Partnership

13. The High Sheriff visited the Community Safety Partnership (CSP) in June 2018. He visited two projects, Crucial Crew and Drinks with Community Links. He complimented the strength of the Partnership and paid a second visit during the #safewellsecure community engagement event held in Saffron Walden in September.
14. During August the Partnership held its two-day Summer Spectacular event. These were used as a diversionary activity to deter youths from causing Anti-Social Behaviour during the summer holidays. More than 300 young people



between the ages of 11 and 16 registered for the two events. Consideration is being given to repeating the Summer Spectacular in 2019.

15. The Council has organised and hosted J9 domestic abuse awareness training for more than 200 people in the district, including Council staff, during the year.
16. More than 850 Year 6 pupils attended the Crucial Crew project, through which the Council and partner organisations deliver key safety messages and scenarios, including anti-bullying and cyber safety.
17. During 2018/19, 11 Drinks with Community Links events have been held at venues across the district, which give people the opportunity to meet officers from the Community Policing Team and others.
18. The CSP is working with theatre group Hyperfusion to establish a programme of workshops for all year groups within the district's secondary schools. The workshops will address "hidden harm" issues such as child sexual exploitation, trafficking and grooming. The workshops have the potential to reach more than 4,000 children.
19. Following on from the community action zone work that was undertaken with The Young Foundation, an initial 'Good neighbours' project meeting has taken place in Great Chesterford. Working with members of the community, officers will have a supporting role in identifying community leaders to lead the good neighbour project.

## **Grants**

20. Every year the Council awards hundreds of thousands of pounds in grants to help a wide range of charitable and voluntary organisations and individuals doing essential work in the community.
21. The largest of these grant schemes is the Voluntary Support Grant, which in 2018/19 awarded £300,000 to 11 organisations, including the Citizens Advice Bureau, Support4Sight, Uttlesford Community Travel and the Centre for Voluntary Service Uttlesford.
22. Other grant schemes include the Sports and Cultural Grants, recipients of which ranged from football, rugby and cricket clubs across the district to an open gardens initiative in Manuden, and Youth Grants, which help fund projects directly benefiting young people in Uttlesford.
23. In addition, the New Homes Bonus Ward Member Initiative saw more than 130 separate organisations and projects receive funding directly from ward councillors. In total, the Council awarded more than £540,000 in grants during 2018/19.

## **Day Centres**

24. In 2018/19 the Council has taken on the direct running of the Garden Room in Saffron Walden and Cutlers Kitchen in Stansted. Arrangements have been put in place to transport users of Takeley Day Centre once a week to Thaxted for

meals, at no cost to users or the Council. The building in Takeley continues to be used by hirers.

25. Discussions are taking place with representatives of the Rowena Davey Centre in Dunmow and Stansted Day Centre to establish the most appropriate future operating models to ensure the continued success of these facilities.

### **Saffron Walden Museum**

26. The application to the Heritage Lottery Fund under its Resilient Heritage grants programme has been successful. This is the first stage of the long-term development programme which aims to increase visitors, community engagement and income and make the Museum more sustainable in the future.
27. The award is for a grant of £51,300 with a further £10,000 contribution from Saffron Walden Museum Society Ltd. The project will fund an audience development study to provide an in-depth analysis of the Museum's actual and potential visitors and a feasibility study with options appraisal and business plan, to determine the optimum way to develop the Museum and provide a costed plan. Other strands of the project include developing the fundraising capacity of the Museum Society, which uses its charitable status to raise money for capital projects, and to support and mentor Museum staff and volunteers.
28. The opening phase of Resilient Heritage work is expected to take 18 months to complete, finishing in December 2020. The Museum and the Museum Society will then be equipped to prepare major funding applications for the next phases, which will involve extending and improving the Museum building, displays and facilities, and associated activity programmes.

# Agenda Item 6

**Committee:** Full Council

**Date:** Tuesday 9  
April 2019

**Title:** Report of the Portfolio Holder for Economic  
Development

**Portfolio  
Holder:** Cllr Howard Ryles, Portfolio Holder for  
Economic Development

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## Summary

1. This report provides an update on all the ongoing key economic development activities.

## Recommendations

2. That Council note the Economic Development update and comment as considered appropriate.

## Financial Implications

3. Included in the report below.

## Background Papers

4. No background papers.

## Impact

- 5.

Communication/Consultation	N/a
Community Safety	N/a
Equalities	N/a
Health and Safety	N/a
Human Rights/Legal Implications	N/a
Sustainability	N/a
Ward-specific impacts	All
Workforce/Workplace	N/a

## Situation

6. The economic development update is provided below under the key project headings

#### Saffron Walden Business Improvement District

- A part-time BID Manager, Louise Scutt-Richter, has been appointed.
- The “Saffron Walden BID Business Plan 2019 and beyond” has been drafted and submitted to the Board for approval. This will provide a comprehensive and detailed plan for activities to deliver against the previously agreed priorities.

#### Superfast Broadband

- Superfast Essex has reported that it forecasts 97.8% coverage of superfast broadband in Uttlesford by the end of July 2020.
- Gigaclear contractors are laying the fibre in various locations across the district. This will cause some short term disruption to these locations. Gigaclear has people and plans in place to communicate in advance and be available to respond to any issues as and when they arise.
- The Gigaclear Birchanger cabinet is now live enabling the first 212 premises to benefit from ultra- fast broadband. .

#### Digital Innovation Zone Strategy

- We have submitted a Local Full Fibre Network (LFFN) Proposal to the Department for Culture Media and Sport (DCMS). The proposal would implement an infrastructure investment programme that delivers full-fibre broadband connections to all GP practices in the DIZ area under. The proposal is seeking full funding of £3.6million from the DCMS LFFN Challenge Fund.

#### Uttlesford Business Awards

- The 2019 Business Awards have been launched with local publicity encouraging businesses to enter. More information and an application form is available at [www.uttlesfordbusinessawards.co.uk](http://www.uttlesfordbusinessawards.co.uk)

#### Car Parking

- An application for funding has been submitted to NEPP’s On-Street Funding Reserve.
- As part of the procurement process we are currently investigating the option of upgrading the existing ticket machines.
- The Economic Development Team continues to work with local residents and stakeholders to find solutions to the parking issues in St Johns Road, Stansted Mountfitchet and Caton’s Lane/Little Walden Road, Saffron Walden.

### Garden Communities

- Work is starting on a brief to support the development of local economic strategies for the garden communities.

### Tourism

- An SLA has been agreed with Visit Essex.

### Future High Street Fund

- An Expression of Interest was submitted on Friday 22<sup>nd</sup> March 2019. This was focused on the Saffron Walden town centre and need for a town with medieval DNA to meet the needs of a 21<sup>st</sup> century population.
- All applications will be moderated following an initial assessment. They are required to score above a minimum threshold, or pass mark for each question. The Secretary of State will make the final decisions about which proposals will progress to Phase 2 if the Fund is oversubscribed.

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# Agenda Item 8

**Committee:** Council

**Date:**

**Title:** Report of the Portfolio Holder for Finance and Administration

9 April 2019

**Portfolio Holder:** Councillor Simon Howell,  
Portfolio Holder for Finance and Administration

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## Summary

1. This report summarises the key activities for the financial year 2018/19 in the Finance and Administration Portfolio.

## Recommendations

2. None, this report is to note only

## Financial Implications

3. None

## Background Papers

4. None

## Impact

- 5.

Communication/Consultation	N/A
Community Safety	N/A
Equalities	N/A
Health and Safety	N/A
Human Rights/Legal Implications	N/A
Sustainability	N/A
Ward-specific impacts	N/A
Workforce/Workplace	N/A

The 2018/19 financial year has shown the council delivering on its corporate priority of maintaining a financially sound and effective council.

The following are the key items I would like to draw your attention to;

### **Finance**

6. The Statement of Accounts for 2017/18 received an unqualified audit opinion and this means that our accounts have received unqualified opinions for the tenth consecutive year. A positive statement was also received from the External Auditors relating to the council's use of resources and value for money for the eighth consecutive year.
7. The Council has the lowest council tax in Essex and this remains the case for 2019/20.
8. The Local Council Tax Support Scheme contribution rate of 12.5% has been frozen for 5 years and remains at 12.5% in 2019/20; this is also the lowest in Essex.

### **Revenues and Benefits**

9. The Benefits Subsidy Audit has seen significant improvements over the last 4 years, which has shown the error rate reduced from a position where the council was repaying £192,000 to the Department of Works and Pensions to being able to claim an additional £55,000 in subsidy where the error rate was 0.01%.

### **Aspire (CRP) Ltd**

10. The success of the Council's wholly owned company; Aspire (CRP) Ltd continues in its second year generating an expected net income of £1.6m, this follows net income to the Council of £1.5m in 2017/18 from Chesterford Research Park. Further investments into the Park are seeing the refurbishment of building 60, which will further increase the revenue from the Park in 2019/20.

### **Saffron Walden Castle**

11. A request for planning permission was submitted and approved for further works to the ruins of Saffron Walden Castle to allow for public access. This is the final stage in the long term project to protect and enhance a key historic monument.
12. The work will comprise of a new internal floor to the castle, new security gates and fence and an external lighting scheme. Work is expected to commence around May 2019 and this is in line with the council's corporate priority of protecting and enhancing the character and heritage of the district. This is supported by Historic England who has provided guidance, support and financial contributions for the life of this restoration project.

### **Digital Services**



13. The council made a significant investment in its online service delivery in 2018/19. The new council core website launched on schedule in September and was followed shortly after by a new business focussed site to support the local economy. A third website targeting people considering a career at the council is due to go live later in the spring.
14. Work is also proceeding well on the Citizens' Access project which will introduce a range of online services for residents and businesses to communicate with the council.

### **Performance**

15. Performance on collection rates are consistent with outturn expectations, Council Tax, Business rates and Housing rents income collected, based on current information will exceed 98% of total owed.
16. The high level of accuracy continues in the administration of Housing Benefits again with an expectation based on previous quarters to exceed 98%.
17. We have achieved 98.90% of our suppliers being paid within 30 days in quarter 1 and quarter 3 achieved 100%, with an overall average of payments within 7 days.

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**Committee:** Council

**Date:**

**Title:** Investment Steering Group

Tuesday, 9 April  
2019

**Report Author:** Adrian Webb, Director - Finance and  
Corporate Services

awebb@uttlesford.gov.uk

Tel: 01799 510421

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## Summary

1. At its meeting on 21 February 2019 Council requested a paper be prepared on the establishment of a group to support the Council as it implements the Investment Strategy.
2. Members also requested that Scrutiny considered the paper ahead of it going to Cabinet and then to Council on 9 April. This discussion took place at the Scrutiny meeting held on 21 March 2019. Scrutiny endorsed this high level plan but wished to be engaged with the detail post-election.

## Recommendations

3. Council endorses the Executive Decision, take by the Cabinet Member for Finance and Administration to establish an Investment Steering Group as a Working Group of Cabinet.

## Financial Implications

4. There are no direct financial implications associated with this report.

## Background Papers

5. None

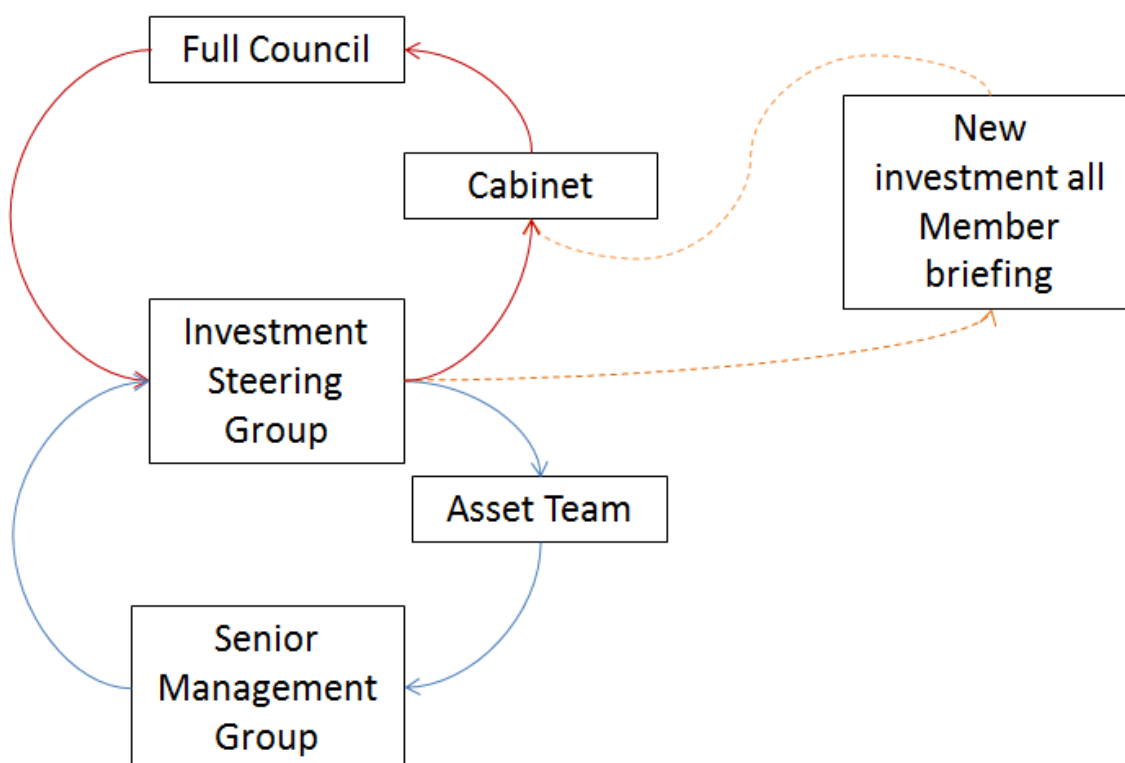
## Impact

Communication/Consultation	None
Community Safety	None
Equalities	None
Health and Safety	None
Human Rights/Legal Implications	None
Sustainability	None

Ward-specific impacts	None
Workforce/Workplace	None

## Situation

6. In February 2019 the Council, as part of the budget papers, adopted the Investment Strategy. In doing so the Council agreed in principle to invest up to £100million to help cover the forecast shortfall in government funding.
7. At the Council meeting it was agreed unanimously that Members and Officers needed additional support from external experts in the setup and development of an investment portfolio. It was agreed to bring a report to the next Council meeting, setting out the process for establishing such support.
8. This report sets out the current Administration's proposal for an Investment Steering Group (ISG). The report does not detail the precise makeup of the group as it is felt this would be the responsibility of the new Administration following the May elections. What it does do is set out the structure for decision making and the principles behind such a structure.
9. The ISG would be a Working Group of Cabinet.



## The roles of the constituent parts

Annual Plan (red line)

10. As part of the annual budget setting process, Cabinet develops the Investment Strategy in consultation with the ISG. Cabinet recommends to Council the adoption of the Investment Strategy.
11. Council adopts the Investment Strategy and formally passes it to the ISG.
12. The ISG develops a work plan to implement the Investment Strategy.
13. The Cabinet will receive from the ISG quarterly updates, including KPIs, on the performance of the portfolio.

#### **Internal Process (blue line)**

14. The ISG advises the Asset Team (officers) of changes required to the portfolio and tasks them to identify proposals for consideration by the ISG. The ISG also reviews the monthly/quarterly performance of the portfolio.
15. The Asset Team, working with professional advisers, identifies investments that meet the specifications set out by the ISG and prepares investment business cases for each suitable opportunity. The Asset Team also prepares the monthly/quarterly performance data for presentation to the ISG.
16. The Senior Management Group, consisting of the Chief Executive, Directors and the Monitoring and Section 151 Officers, receive the business cases and confirm the legal and financial position and the appropriateness of the proposal. The Senior Management Group also reviews the portfolio performance data.

#### **New Investments (red and dashed orange lines)**

17. The ISG reviews the business case and recommends to Cabinet for approval. The ISG Chairman (independent person), along with officers, undertakes an all-Member briefing session to set out the investment and the reasons for its recommendation.
18. Cabinet reviews the investment and if satisfied recommends to Council that funding is made available.
19. At an Extraordinary Meeting of Council a decision is taken on whether or not to allocate the funding. It is not the role of Council to revisit the proposed investment; due diligence will have already been undertaken by the ISG and then by Cabinet.

#### **ISG – Terms of Reference**

20. The ISG operates in accordance with the adopted Investment Strategy. Full Council will need to include Terms of Reference for the ISG. This will set out areas such as:
  - Types of investments willing to be considered
    - Commercial property
    - Residential property

- Bonds
- Shares
- Location
  - In area
  - In region
  - UK-wide
- Risk Appetite
  - Will have a direct impact on return
- Return
  - E.g. £100m to return net £3.5m per annum
- Ethical restrictions (yes/no to include)
  - Tobacco related
  - Animal testing
  - Etc.
- KPIs for reporting to Cabinet

21. The ISG will then develop the Terms of Reference into operational guidelines for the Asset Team. For example, in commercial acquisitions the criteria could include

- Location
- Covenant
- Value
- Lease length
- Single or multi tenancies
- Tenure (freehold or leasehold)
- Repairing obligations
- Project internal rate of return

22. The ISG will also advise the Cabinet of the make-up of the portfolio i.e. percentage of commercial compared to residential compared to bonds and shares.

23. On 27 March 2019, as there were no Cabinet meetings remaining ahead of the elections in May, the Cabinet Member for Finance and Administration, following authorisation by the Leader made the decision to establish an ISG as a Working Group of Cabinet, subject to Full Council endorsement.

24. This decision establishes the Investment Steering Group subject to Full Council endorsement. Should this endorsement not be forthcoming, this decision will return to the first Cabinet meeting of the new Administration for reconsideration.

**The role of the Scrutiny and Governance, Audit and Performance Committees**

- 25. Ongoing, Scrutiny has a role in ensuring the effectiveness of the proposed structure. Further discussion will need to take place, post-election, to establish the most appropriate way for Scrutiny to contribute to the success of this initiative.
- 26. Annual reporting of the performance of the portfolio would likely be part of the annual accounts meeting of the Governance, Audit and Performance Committee.

**Risk Analysis**

Risk	Likelihood	Impact	Mitigating actions
The Investment Steering Group is not endorsed by Council	2 – there is some risk that a consensus cannot be achieved	1 – no investments are planned ahead of the next Cabinet meeting	This is the high level structure only. The make-up of the group will be determined by the new Administration post the May elections.

- 1 = Little or no risk or impact
- 2 = Some risk or impact – action may be necessary.
- 3 = Significant risk or impact – action required
- 4 = Near certainty of risk occurring, catastrophic effect or failure of project.

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**Committee:** Council

**Date:**

**Title:** Governance, Audit and Performance  
Committee Annual Report

Tuesday, 9 April  
2019

**Report Author:** Cllr Edward Oliver, Chairman, Governance,  
Audit and Performance Committee  
cllroliver@uttlesford.gov.uk

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## Summary

1. There is a requirement under the Council's Constitution for the Chairman of the Committee to report annually to Full Council.
2. This report summarises the key work of the Committee in 2018/19.

## Recommendations

3. None

## Financial Implications

4. None

## Background Papers

5. None

## Impact

- 6.

Communication/Consultation	None
Community Safety	None
Equalities	None
Health and Safety	None
Human Rights/Legal Implications	None
Sustainability	None
Ward-specific impacts	None
Workforce/Workplace	None

## **Situation**

7. The Governance, Audit and Performance Committee is the committee responsible for overseeing the Council's work in relation to audit, performance and risk. In addition, it carries out the work previously done by the Constitution Working Group and the Electoral Working Group.

## **External Audit**

8. In their final year as the Council's auditors, EY gave an unqualified opinion on the financial statements for 2017/18. This marked the tenth consecutive unqualified opinion on the Council's accounts. EY found that the Council has adequate arrangements in place to ensure financial resilience and is efficient and effective in its use of resources, maintaining its "Value for Money" status for the eighth year.
9. This was the first year where 31 May became the statutory deadline for publishing draft accounts. The Council achieved this deadline for the previous two years and published the 2017/18 accounts on 25 May 2018.
10. The annual audit of the Housing Benefit Subsidy Claim was completed by EY. For the second year running, the Council was not required to repay subsidy grant back to the DWP. Instead, the error rate was so low the Council actually gained more than £55,000 in additional subsidy income – more than double the £26,000 received in the previous year.
11. BDO has now been appointed as the Council's external auditors and the Committee looks forward to a constructive relationship with them, as it had with EY. BDO presented its Audit Planning report in February 2019.

## **Local Plan Costs**

12. Following a request from a Committee Member, the Governance, Audit and Performance Committee received a report setting out the Local Plan costs. The amount in 2017/18 was £762,331 of direct expenditure and £91,104 of indirect expenditure comprising internal charges. Income totalling £35,238 was received, giving a net total of £818,197.

## **Internal Audit and GDPR**

13. During the course of the year the Committee continued to review the work of Internal Audit through quarterly monitoring reports and received the Audit Manager's Annual Report and Opinion.
14. The Committee considered and approved the Annual Governance Statement for 2017/18 which is published with the Council's Statement of Accounts.
15. During the 2018/19 year the Committee also received:

- The Internal Audit Strategy and Programme 2018/19
  - The Internal Audit Charter 2018
  - A report on Internal Audit Counter Fraud and Corruption work
  - The results of the annual Self-Assessment, through which members who attended the session concluded the committee is effectively fulfilling its functions in accordance with Chartered Institute of Public Finance and Accountancy (CIPFA) guidance
  - A report on the Council's arrangements with regard to Equalities and Diversity
16. The Governance, Audit and Performance Committee has responsibility for overseeing the Council's approach to the General Data Protection Regulation (GDPR) which came into force in May 2018.
17. The Internal Audit Manager led this large project to ensure the Council was compliant with the new regulations, which replace the Data Protection Act. Committee Members received regular reports during the implementation period and were pleased to note that the Council was in a strong position to deal with the requirements of the new regulations.

### **Constitutional and Electoral Matters**

18. During 2018/19 the Committee considered several constitutional and electoral matters.
19. An interim Polling District Review was undertaken by Democratic and Electoral Services and in May 2018 the Committee received a final report detailing several changes. This followed approval of a timetable for the review in the previous Council year.
20. A full statutory review of polling places and districts in Uttlesford will be required before 31 January 2020. This will take place between the May 2019 elections and the publication of the revised register of electors on 1 December 2019.
21. The interim review focused mainly on arrangements in Saffron Walden, including the need to designate a new polling station in Saffron Walden Audley South following the closure of Walden School. After discussing the advantages and disadvantages of two potential locations, the Committee decided that using the Council Offices was preferable to using Saffron Walden County High School.
22. During the year a Community Governance review was also conducted. This review proposed changing the boundary between Little Easton and Dunmow North parishes, along with a request from Aythorpe Roding Parish Council to increase its number of councillors.

23. Following a consultation exercise, the Committee agreed that the existing parish boundary should be altered so an area is transferred from Little Easton to Great Dunmow and a request made to the Local Government Boundary Commission for the district ward and county division boundaries to be similarly altered. Other agreed actions were for the number of parish councillors in the Great Dunmow North ward be increased by two, with no change to the parish of Little Easton, and for an increase of one parish councillor in Aythorpe Roding.
24. Two matters relating to the Council's constitutional arrangements were considered by the Committee in 2018/19. In neither case was the Committee able to reach a unanimous view.
25. The Committee was asked whether it supported amending the Constitution to provide for contested appointments to be made by way of ballot. This change would apply to the appointments of Chairman and Vice-Chairman at Annual Council meetings. Following two reports on the proposal, the Committee voted by a majority to recommend this change to Full Council, where it was subsequently defeated.
26. The procedure of moving amendments at council meetings was also reviewed during 2018/19 following an initial report in February 2018. The proposal was resubmitted in May 2018 following discussions with group leaders and the Chairman and Vice-Chairman of the Governance, Audit and Performance Committee.
27. The crux of the proposal was to change the deadline by which notice of motions and amendments must be given in order to give adequate time for members to consider the implications of proposed amendments and for officers to give professional advice.
28. The committee voted by a majority to recommend this change to Full Council, where it was subsequently adopted.

### **Performance and Risk**

29. The Committee has continued to undertake detailed quarterly monitoring of the Council's key performance indicators and a further set of supporting performance indicators. Service performance in 2018/19 has remained strong although during the course of the year, the Committee has expressed concern about the average re-let time for void council properties. This is being closely monitored by officers and at its most recent meeting the Committee was informed that an improvement was expected in the coming months.
30. The Committee also continues to monitor the Corporate Risk Register on a six-monthly basis.

### **Aspire (CRP) Ltd**

31. The Committee received the first annual report of the Board of Aspire (CRP) Ltd at its September 2018 meeting. The report outlined the financial performance of the Council's investment in its first 46 weeks.
32. One of the Board's two Non-Executive Directors attended the meeting.

33. The Committee was told that after taking into account the cost of borrowing, the Council in the year ending 31 March 2018 made a surplus of £1,427,000 from its investment.
34. In addition, the report set out that the accounts had been submitted to Companies House before the September deadline following auditing by BDO and that tax advice had been commissioned from Grant Thornton, which confirmed that there were no issues.

### **Ombudsman Annual Review**

35. This was the second year in which the Local Government and Social Care Ombudsman's annual review letter was presented to the Committee. Previously it had been reported on a more informal basis through the Members' Bulletin, but officers felt it would be of benefit for members to have a more formal oversight of this important document. The Committee noted that of the nine cases received by the Ombudsman, none had been upheld. In addition, the report included information about the number of compliments and complaints received by the Council during 2017/18.

### **Other matters considered by the Committee**

36. The Committee has continued to receive six-monthly reports on the Council's procurement activities and arrangements.
37. In July 2018, the Committee received a report detailing actions to be taken following a peer review of the Planning service. Among the matters discussed were the greater use of technology, a streamlining of the report writing process and efficient enforcement practice.
38. An update was provided in October 2018 on the action plan following the Council-wide LGA Peer Challenge. Members noted good progress was being made.
39. For the first time the Committee considered a report about the PFI contract for delivering leisure services in the district. Officers considered it important that the contract had greater visibility among members so in September 2018 a report was presented giving an overview of the contract arrangements, the history of the contract and management and structural arrangements. Representatives from partner organisation Linteum attended to answer questions.

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**Committee:** Council

**Date:**

**Title:** Scrutiny Committee Annual Report

Tuesday, 9 April  
2019

**Report Author:** Cllr Alan Dean, Chairman, Scrutiny Committee  
cllrdean@uttlesford.gov.uk

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## Summary

1. There is a requirement under the Council's Constitution for the Chairman of the Committee to report annually to Full Council. This report summarises the key work of the Committee in the 2018/19 year.

## Recommendations

2. None

## Financial Implications

3. There are no direct financial implications associated with this report.

## Background Papers

4. None

## Impact

- 5.

Communication/Consultation	The report provides a summary of the committee's work for all members
Community Safety	None
Equalities	None
Health and Safety	None
Human Rights/Legal Implications	None
Sustainability	None
Ward-specific impacts	None
Workforce/Workplace	None

## **Situation**

6. In 2018/19 the Scrutiny Committee has undertaken work looking at a range of policies and services along with its role in scrutinising key financial matters through the draft budget and Local Council Tax Support Scheme (LCTS).

## **LCTS**

7. The Committee considered the draft scheme proposals for 2019/20 at its meeting in June. The Committee recommended to Cabinet that the scheme be set on the same basis as in 2018/19 and, therefore, the contribution rate be frozen at 12.5% for the fifth consecutive year. In addition the Council should continue to protect vulnerable and disabled residents and carers on a low income.
8. The 2019/20 scheme also proposed an increase in the empty homes premium from 50% to 100% after two years of non-occupancy. When the final scheme was presented to the Committee in November, the contribution rate freeze was recommended to Cabinet unanimously, whereas the empty homes premium increase was recommended by a majority.
9. The Cabinet considered the Committee's recommendations and proposed to Council a final scheme which followed the Committee's view.

## **Budget Scrutiny**

10. At its meeting in January the Committee reviewed all budget reports prior to their submission to Cabinet and Full Council. Before this, the Committee had discussed in November a report setting out the budget process and consultation responses. The Committee commended the high response rate (almost 2,500 responses).
11. Discussion at the January budget meeting focused mainly on the Council's approach to investments. The draft Investment Strategy being among the budget reports. Members expressed differing views as to how best governance could be structured with regard to future investments and this area of work is one that the Scrutiny Committee continues to take a keen interest in.
12. Outline proposals for investment governance were considered by the Scrutiny Committee in March 2019. The Committee supported the establishment of an investment steering group and the matter will be further considered by Full Council.

## **Affordable Housing**

13. The issue of affordable housing has been discussed regularly at Scrutiny Committee meetings in 2018/19. A scoping report taken to the May 2018 meeting resulted in a discussion group being established including members of the committee and the Cabinet Member for Housing. During the year, this group has met with relevant officers to develop ideas with regard to affordable housing provision in the context of the Local Plan. Through this work,



members were able to contribute towards the development of the Council's future approach to matters of policy and housing allocation.

14. A report at the September 2018 meeting set out the group's interim findings on work to be done on the Council's affordable housing policy, including a series of ideas which were noted as the basis for progress. These were:

- changes to the affordable housing allocations policy to allow workers on permanent contracts within the district to be eligible, subject to household income levels;
- adoption of the term 'truly affordable homes' with the aim of relating housing costs to household income;
- consideration of eligibility to include workers within the immediate vicinity of proposed Garden Communities that adjoin the district boundary;
- consideration of allowing under-occupation of affordable housing for families with opposite sex children below the age of 10;
- investigation and delivery of alternative intermediate home ownership products such as Community Land Trust homes not delivered by Housing Association Partners; and
- adoption of strategies and policies that are adaptable over time.

15. These ideas have been incorporated into a Consultant's Brief for work on the future Uttlesford Housing Strategy and Allocations Policy, which the Committee reviewed and endorsed at its March 2019 meeting, including the following additional recommendations from the Housing Board:

- To provide advice about the potential to encourage 'downsizing' of smaller existing households to smaller dwellings thereby increasing the availability of family housing provision in the district.
- Guidance to take account of the need for revisions to the Housing Strategy to benefit the whole of the district, not only the proposed garden communities.

## **Recycling Matters and Waste Education**

16. This year the Committee received three reports on waste and recycling costs and the market situation and on waste education matters.

17. Scrutiny members discussed the impact of Operation Sword, a Chinese environmental initiative, on the value of recyclable materials and therefore its impact on the Council's budget. This led to discussion on the work that needed to be done in the district to improve the quantity and, crucially, the quality of recycling.

18. This discussion resulted in a further report to the Committee, outlining a waste education and awareness plan to be delivered in 2018/19 and beyond. The overall aim of the plan is to increase participation in the Council's recycling services and to help reduce contamination levels.

19. The Scrutiny Committee considers this an important area of work for the Council and continues to monitor implementation of the plan.

20. The key aims of the plan are to:

- Reduce the level of contamination in the recycling service
- Increase participation in the food waste collection service
- Promote and encourage waste minimisation
- Empower schools and the wider community with increased knowledge regarding recycling and waste minimisation
- To help schools to reduce the amount of residual waste they produce
- Improve capture rates of higher value materials

21. The Committee suggested various methods of engaging with the public in order to help achieve the aims of the plan:

- Engaging with the retail sector to encourage more sustainable commercial waste practices and the reduction of littering, e.g. providing fewer disposable cups or using recyclable plastic packaging. Businesses who had signed up to the Saffron Walden BID were cited as potential partners.
- Clarifying the Household Waste list to minimise the potential of fly tipping.
- To canvass the opinion of the Youth Council with regards to educational schemes directed at children and schools.
- To include information relating to recycling on the Housing trailer that visited developments across the district.
- To include information relating to recycling in the Tenants' Newsletter.
- To increase the presence of littering and recycling campaigns such as the 'Campaign for a Cleaner Essex'.

## **Airport Parking**

22. During the course of the year, members of the Scrutiny Committee identified on-going issues with passenger car parking associated with Stansted Airport as a matter of concern and requested a report on the measures the Council and others have at their disposal to deal with off-airport parking. The Committee also received information on case studies at Luton and Manchester airports.

23. After discussing the issues, the Chairman requested a further report on progress be brought back in the new Council year. This has been added to the draft work programme for the new Committee

## **Major Planning Applications**

24. Two members of the Committee requested that a review be undertaken into the Council's processes with regard to major planning applications. This request was made following the decision on the Stansted Airport application, the most recent major application the Council has handled.
25. A reference group was established comprising four members of the Committee to develop this work. A scoping document, along with advice from the Monitoring Officer, was presented at a January 2019 meeting. This followed an informal meeting between the members and officers. The scoping document, prepared by officers, recommended an independent review of processes. However, the scoping document was not agreed, although the Committee did resolve to establish such a review.
26. Subsequently, officers engaged the Centre for Public Scrutiny to provide advice to the reference group. This advice, which reiterated that given by the Monitoring Officer, was reported back to the Committee at its March 2019 meeting. Officers have also been in discussion with the Planning Advisory Service (PAS) about whether it would be able to conduct the review and also assist in the initial scoping work. PAS has indicated it is likely that it will be able to do this.

## **Call-in**

27. Two related call-ins were made in 2018/19. The first was about the decision taken by the Leader to delegate authority to a single Cabinet Member to decide whether or not to remove a payback clause on a £500,000 grant towards the provision of a running track at Carver Barracks in Wimbish. The second was about the decision taken by the Cabinet Member to remove the payback clause.
28. Both call-ins were heard at a meeting in March 2019 and in each case the Committee decided no further action needed to be taken.

## **Centre for Public Scrutiny Review, Outstanding Work and Recommendations for the next Scrutiny Committee**

29. Towards the end of 2017/18, the Centre for Public Scrutiny was commissioned to conduct a review of Uttlesford District Council's Scrutiny processes and practices. Face-to-face interviews were held with councillors and officers over two days in February 2018, with other interviews carried out over the phone. Those interviewed included the Chairman of the Committee and Committee Members, Cabinet Members, officers working directly in the Scrutiny function, senior officers including the Chief Executive and officers who had taken reports to the Committee. The CfPS representative conducting the review also attended the February Scrutiny Committee meeting.
30. The results of this review were reported in this Council year both to the Scrutiny Committee and Cabinet, where the recommendations were accepted.

An action plan was subsequently developed, which has been reported to Scrutiny.

31. Recently, the Chairman and Cllr Howell, as nominated Cabinet representative, have met to discuss the relationship between the Executive and Scrutiny and, more specifically, a Memorandum of Understanding (MoU) which seeks to formalise this relationship. The MoU was approved at the March 2019 Scrutiny Committee meeting and has now received Cabinet approval via an executive decision.
32. Other matters in the action plan have either already been implemented or are in progress and will need to be seen through to their conclusion by the new Scrutiny Committee.
33. As this is the final annual report of this Scrutiny Committee it is appropriate to look back over the last four years and review what has worked well and what has worked less well.
34. In general, Scrutiny has worked best when:
  - Members have approached topics with an open mind and in a collegiate spirit
  - Consideration has been given to the best way to approach a subject (for example setting up a task and finish group in order to consider matters in more detail)
  - It has focused on a small number of items per meeting
  - Call-in has been used sparingly, and in consultation with the relevant Cabinet member, making it more effective as a role of Scrutiny
35. Scrutiny has been less effective when:
  - Members have requested too many items to be considered, resulting in the work programme being too busy to allow for sufficient time to consider each item
  - Too much time has been spent in committee meetings gathering information
  - Insufficient thought has been given to the outcome sought from a particular review
36. The findings of the Centre for Public Scrutiny review give an independent analysis of where scrutiny has functioned effectively and where shortcomings are found. The outgoing Scrutiny Committee urges the new Committee to take on board the advice.
37. The CfPS report highlights several strengths:

- Scrutiny is generally well-organised and is welcomed in the Council
- Relationships between Scrutiny members and officers are good and there is a general willingness to support Scrutiny
- Scrutiny and executive members in general have a good relationship and Scrutiny aims to be objective. It is not seen as threatening or negative
- Members appreciate the role of Scrutiny and want it to become better
- In the main Cabinet decisions are transparent and accessible for call-in for Scrutiny
- Scrutiny members take their role seriously and are willing to develop and improve

38. The report also summarises key areas for improvement:

- Overview and Scrutiny is underachieving. It lacks purpose and authority
- It is widely valued, but not consistently understood and there are wide differences of opinion about its purpose, potential and function
- It does not provide sufficient impact and value in shaping and improving decision-making and performance in the council
- Scrutiny is too focused on monitoring and therefore missing opportunities to provide strategic input
- There are signs that scrutiny is not integral to or valued as part of the decision and policy making process
- Cabinet is not sufficiently visible or accountable to scrutiny. Scrutiny is not effectively holding it to account. Cabinet members are often observers or not present at scrutiny meetings.

39. The action plan developed following the review seeks to address these concerns and improvements, such as most reports now being presented by a Cabinet Member rather than officers, have already been put in place. The new Committee is encouraged to ensure the remaining actions are put into place.

40. Aside from the CfPS review and action plan, there are two other matters outstanding from this year which the outgoing Committee encourages the new Committee to pursue. They have been included on the draft work programme for 2019/20. These are:

- The Major Planning Applications Review
- An update on the work the Council is doing regarding airport parking.

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**Committee:** Council

**Date:**

**Title:** Corporate Plan delivery plan progress report  
annual report

Tuesday, 9 April  
2019

**Report  
Author:** Dawn French, Chief Executive  
dfrench@uttlesford.gov.uk  
Tel: 01799 510400

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## Summary

1. The Corporate Plan was agreed by Council at its meeting on 22 February 2018 and the delivery plan was agreed by Cabinet at its meeting on 4 April 2018. This report sets out progress against the Corporate Plan Delivery Plan between January and March (Q4) and is effectively the annual outturn.

## Recommendations

2. To note progress against the Corporate Plan Delivery Plan, attached at Appendix A.

## Financial Implications

3. All financial implications arising from the delivery plan were reflected in the budget for 2018/19, as approved by Full Council on 22 February 2018.

## Background Papers

4. The following papers were referred to by the author in the preparation of this report and are available for inspection from the author of the report.

None

## Impact

- 5.

Communication/Consultation	Consultation specific to projects within the delivery plan is undertaken as necessary.
Community Safety	Progress on Community safety projects is included within the report.
Equalities	Equality impact assessments are undertaken in relation to specific projects, as necessary.
Health and Safety	Any health and safety implications resulting from actions or projects in the delivery plan

	are the subject of appropriate risk assessments, where necessary.
Human Rights/Legal Implications	Any human rights or legal implications arising from individual projects within the delivery plan are assessed and addressed.
Sustainability	Any sustainability implications arising from individual projects within the delivery plan are assessed and addressed.
Ward-specific impacts	Any ward specific issues arising from individual projects within the delivery plan are identified.
Workforce/Workplace	Any workforce implications arising from individual projects within the delivery plan are assessed and addressed.

## Situation

6. The Corporate Plan 2018 – 2022 was adopted by Full Council at its meeting on 22 February. This refreshed the underpinning evidence for the four priorities:
  - Promote thriving, safe and healthy communities
  - Protect and enhance heritage and character
  - Support sustainable business growth
  - Maintain a financially sound and effective Council
7. The Corporate Plan Delivery Plan (CPDP), adopted by Cabinet at its meeting on 4 April 2018, set out the more significant actions/projects (outputs), expected outcomes and performance measures by which success will be measured.
8. Appendix A sets out progress against each element of the CPDP at the end of quarter four of 2018/19, which covers the period January to March and is effectively the final outturn position.
9. It was recognised when the CPDP was adopted that it should be treated as a dynamic document that is updated to reflect changes in response to opportunities and challenges but that the Plan should be adhered to as closely as possible as only these projects have been resourced through the 2018/19 budget. No changes have been made to the CPDP since it was adopted.
10. Good progress has been made on a number of the priorities, however, the following are drawn to members' attention as being of note:
  - Completed a number of joint licensing enforcement exercises resulting in a range of positive enforcement actions including arrests, seizure of vehicles, fixed penalty notices, suspensions and warnings



- Work is underway on a council jobs subsite which will explain the benefits of working for the council and living in this area as well as hosting all the vacancies at the council
- Work is underway with Hyperfusion (theatre group) to deliver the key messages from the Community Safety Partnership within secondary schools. This work will provide a 'fresh look' at the messages to ensure greater engagement of the young people whilst informing them of the 'hidden harm' messages. Formerly known as the Reality Roadshow and aimed at year 9 pupils, the intended work with Hyperfusion will deliver appropriate messages to all year 7, 8, 9, 10 and 11 pupils
- Six Planning Performance Agreements are now in place
- Successful application to the Heritage Lottery Fund under its 'Resilient Heritage' grants programme. The project will fund an audience development study to provide an in-depth analysis of the Museum's actual and potential visitors, and a feasibility study with options appraisal and business plan, to determine the optimum way to develop the Museum and provide a costed plan

## Risk Analysis

11.

Risk	Likelihood	Impact	Mitigating actions
The Delivery Plan cannot be delivered	2	4	Resources have been allocated to the delivery plan and it will be monitored regularly by Cabinet
The Delivery Plan actions do not further the Council's priorities as intended	1	4	Actions have been selected that are considered most appropriate to support the Council's priorities; evaluation will be ongoing to reflect on whether the outputs achieve the outcomes expected

1 = Little or no risk or impact

2 = Some risk or impact – action may be necessary.

3 = Significant risk or impact – action required

4 = Near certainty of risk occurring, catastrophic effect or failure of project.

Appendix A: Q4 Corporate Plan Delivery Plan Actions Report 2018-19 – annual outturn

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# Corporate Plan Delivery Plan Actions by Commitment 2018-19

Updates received as of March 2019



## 18-CPDP Corporate Plan Delivery Plan 2018/19

### 18-CPDP Corporate Plan Commitment 1: Promote thriving, safe and healthy communities

Programme / Project / Activity Title & Code and Description	Outcomes	Resources	Due Date	Officer Responsible
<b>18-CPDP 01 Day Centres</b> Day centres that are efficient and effective and that promote activities to reduce social isolation and improve health and wellbeing 18-CPDP 01	Establish new operating agreements for all five day centres Transfer staff to direct employment of the council where appropriate Assist management committees' transition to new ways of working Work with management committees to develop the centres as places for activities to improve health and wellbeing <b>Output measures/milestones:</b> Operating agreements in place – staggered throughout year. First agreement in place by end of April 2018 Staff transferred – staggered throughout year. First staff to transfer in April 2018 New ways of working implemented - staggered throughout year. First day centre operating on new ways of working from April 2018	Approved budget for new Day Centre Management post Transferred staff posts	31-Mar-2019	Adrian Webb

#### Latest Note:

#### March 2019

The council has now taken on the direct running of the Garden Room, Saffron Walden following the sudden announcement at the end of 2018 that the management committee there was resigning as it could no longer afford to run the service. The council reopened the service after only a very short closure period .

A positive meeting was recently held with the trustees of the Rowena Davey Centre in Great Dunmow and work is progressing on revised arrangements.

Arrangements continue to be in place to transport Takeley Day Centre users to Thaxted at no cost to users or the council. This arrangement continues to work well and service users from Takeley have given positive feedback. The Takeley facility is still well used by other hirers, with the council keeping the income from this.

Discussions are continuing with Stansted Parish Council around licence renewal and the two councils are currently exploring the best model for future delivery of the service.

Programme / Project / Activity Title & Code and Description	Outcomes	Resources	Due Date	Officer Responsible
<b>18-CPDP 02</b> <b>Local Plan</b> A sound Local Plan that guides development to 2033, to address needs and opportunities whilst protecting and enhancing heritage and character	Publish Reg 19 Plan, Submit to MHCLG and prepare for and participate in its examination in public <b>Output measures/milestones</b> June 2018 – Publish for Representations Jan 19 – Plan Submission Spring /Summer 2019 – Examination and hearings	Budget provision for FY2018-19 and budget proposals for 2019-20	31-Mar-2019	Roger Harborough

**Latest Note:**

**March 2019**

The Reg 19 Plan went out for further representations for 6 weeks in October/ November on an Addendum of Focussed Changes. This further round of representations generated submissions from around 100 residents, businesses and interested parties. Planning policy officers have assessed the representations, and submitted the formal Reg.19 Submission in January to meet the 24 January deadline set by the new NPPF. This allows the plan to be considered against the original NPPF. Further work has also been undertaken on the Sustainability Appraisal (SA) to support the submission version of the Plan and there was an opportunity for representations on this SA report in January to coincide with consultation on the updated Statement of Community Involvement. Dialogue is ongoing with the two Inspectors appointed for the examination via the Programme Officer. Some initial questions from the Inspectors were answered by the policy officers and dates for the first hearing sessions have been provisionally set in July.

Programme / Project / Activity Title & Code and Description	Outcomes	Resources	Due Date	Officer Responsible
<b>18-CPDP 03</b> <b>Promote Healthy Lifestyles</b> Residents are active and optimise their health and well being	Working with partners to increase the levels of participation in sports, leisure and cultural activities Raise awareness of local health and wellbeing activities for all residents Increase residents awareness and skills to improve their health and wellbeing Maintain independent living through Disabled Facilities Grants <b>Output measures/milestones:</b> Success will be measured by key performance indicators and the delivery of targets for each of the priorities as set out within the Health and Wellbeing delivery plan	Within existing budget and Public Health grant funding	31-Mar-2019	Roger Harborough

**Latest Note:**

**March 2019**

The Health and Wellbeing strategy has been refreshed to take into account our evolving communities. Proposed new developments across the district will bring a larger and more diverse population and we must ensure that we consider everyone's health and wellbeing in this process.

Plans to establish a food partnership are underway. Using the Public Health monies from ECC we will look to recruit a food partnership co-ordinator for a fixed term of 2 years to establish and manage the food partnership project. This will be a fully funded post by Public Health.

Ace weight management project run by volunteers at UDC, leisure centres and at the hub in Dunmow has received 128 referrals.

#WomenLikeUs festival took place at Lord Butler Fitness and Leisure centre, run in conjunction with Active Essex. A variety of activities took place to encourage women and girls into a more active lifestyle.

Two 10 week tennis coaching programmes are underway with Thaxted Tennis Club, funded through Active Uttlesford. Coaching is offered to all women living in Uttlesford.

The Uttlesford Dementia Alliance has launched its own twitter and website <https://dementiafriendlyuttlesford.org.uk/>

Work to combat Social Isolation and loneliness has commenced in Great Chesterford with the community and other partner agencies. The work will take into consideration the methods learned through the Community Action Zone work previously undertaken in the District. There will be the opportunity to introduce projects running in the district e.g Mens sheds, drinks with community links and Knit and Natter

Programme / Project / Activity Title & Code and Description	Outcomes	Resources	Due Date	Officer Responsible
<p><b>18-CPDP 04</b>  <b>Improve Community Safety</b>                      Communities that feel safe and secure</p>	<p>Further develop the activities of the Community Hub                      Deliver identified actions of the new Strategic Assessment                      Work with partner agencies within the Community Safety Partnership to reduce and prevent crime and anti-social behaviour                      Ensure partnership working with town councils, parish councils and the PCSOs to address the fear of crime                      Make greater use of Restorative Justice (RJ) to help put right the harm caused by anti-social behaviour, enhancing public reassurance and confidence  <b>Output measures/milestones:</b>                      Success will be measured through annual surveys of residents, key performance indicators and the delivery of targets for each of the priorities as set out within the new Strategic Assessment                      Quarterly feedback from Towns and Parishes                      Monthly updates from PCSOs                      Quarterly update from RJ as to number of referrals and outcomes</p>	<p>Within existing budget (including funding for 2 PCSOs)                      Match funding in approved budget for a further PCSO                      Partner agencies</p>	<p>31-Mar-2019</p>	<p>Roger Harborough</p>

**Latest Note:**

March 2019

Partnership working and information sharing to combat crime and disorder continues to thrive through the community safety hub. The meeting is well attended and collaborative solutions are found to deal with anti social behaviour issues raised. Guest agency speakers are invited to ensure that those around the hub table are aware of the other services working within the District and the referral process.

The final draft of the strategic assessment, including the risk matrix have been completed by the police analyst to be discussed and agreed by partners at the CSP. This will then generate the delivery plan for 2019/20.

An end of year report will be produced to reflect the work of the Community Safety Partnership throughout 2018/19. This will be shared with the OFPCC to showcase the work of the partnership and to feedback on projects that have been funded by the PFCC.

Work is underway with Hyperfusion (theatre group) to work for the CSP in delivering key messages within the secondary schools. This work will take the place of the Reality Roadshow project that has been a core project for a number of years. Linking with the schools it was felt that a 'fresh look' at the messages that we were delivering and the way in which those messages were being delivered, was needed to ensure greater engagement of the young people whilst informing them of the 'hidden harm' messages. Reality Roadshow was only delivered to year 9 pupils, the intended work with Hyperfusion would allow us to deliver the appropriate key messages to all year 7, 8, 9 10 and 11 pupils. This work will be underpinned with work funded by the Youth Service.

Discussions are also taking place with CAPI (Children affected by parental Imprisonment) service to run projects in junior schools around the issues related to a parent either offending or being placed in the prison system and the effect it can have on the children.

Safer streets, drinks with community links continue to be delivered throughout the district. The Drinks project will now be used in remote areas within the District. To promote partnership working with the CVSU, their intended project with the mobile coffee horsebox will have the 'Drinks with Community links' logo.

Working with partners through #onlycowardscarry knife crime information events are being held within the Districts secondary schools to give information to students regarding the implications of carrying a knife, in response to the recent stabbings that have been in the media. The talks also allow officers the time to give reassurance to those young people who have concerns regarding knife crime.

Programme / Project / Activity Title & Code and Description	Outcomes	Resources	Due Date	Officer Responsible
<p><b>18-CPDP 05</b>  <b>Reduce social isolation</b></p> <p>Communities that are strong, self-sufficient, resilient and supportive</p>	<p>Continue to work with local stakeholders to support the people and projects identified through the council's work with the Young Foundation, contributing to community wellbeing and reducing social isolation. Projects include Suspended Cafes, Community Allotments, seated exercise classes and anxiety and stress management Work in collaboration with the CVSU to establish a Community Builder role in South Uttlesford to help relieve the pressure on GPs</p> <p><b>Output measures/milestones:</b>  The number of new Community groups that are self-sustaining after receiving support to promote and market their service  Quarterly feedback from those groups regarding membership numbers and frequency of activities  Quarterly feedback from group members to measure the outcomes of the project and to identify further need or appropriate changes</p>	<p>Partnership project – funded through Essex CC</p>	<p>31-Mar-2019</p>	<p>Roger Harborough</p>
<p><b>Latest Note:</b></p>				
<p><b>March 2019</b></p> <p>Work taking place with the community of Great Chesterford to replicate where possible the work undertaken elsewhere with the Young Foundation. This work will progress through a meeting to be held on the 28th March. The community are looking to identify their vulnerable and lonely residents and to ensure inclusion into the wider community where appropriate. The working group will be known as the 'good neighbour group' and are looking at launching a 'know your neighbours left and right scheme'. There are already a number of agencies and events taking place within the village on a regular basis, however better co-ordination and advertising would give greater connectivity to the residents.</p> <p>Further invitation to Ashdon to identify community development work will be made in March.</p> <p>The Community Safety Partnership and the Health and Wellbeing Board have given financial support to community initiatives run by partners to combat loneliness and social isolation in particular, Men's sheds, Green matters gardening project, farmers café, local coffee mornings.</p> <p>Through the children and families group money was identified to enable a teacher to access training allowing her to train further staff within the schools 'alliance' to delivering mindfulness courses to pupils both vulnerable and high achieving. The foodbank continues to bring communities together to end hunger and poverty in the Uttlesford district by providing compassionate, practical help with dignity whilst challenging injustice.</p> <p>The foodbank has been an Independent Charity from December 2017, with a board of trustees, supporting other local charities. The food parcels given out for the last quarter have fed 386 people in the Uttlesford district. It relocated to Stansted House, Shire Hill SW in February 2019.</p>				

Programme / Project / Activity Title & Code and Description	Outcomes	Resources	Due Date	Officer Responsible
<b>18-CPDP 06</b> <b>Prevent homelessness</b> Increase in the prevention and the relief of homelessness within the district	Review Homelessness Strategy and Housing Allocation Policy to ensure compliance with new duties required under the Homelessness Reduction Act Prevent Homelessness through early intervention methods <b>Output measures/milestones:</b> Success will be measured by key performance indicators and the delivery of targets for each of the priorities as set out within the updated Homelessness Strategy will be in place by June 2018 Performance monitoring of quarterly statistical reports including the number of homelessness cases; average time spent by home-seekers in temporary accommodation	Within existing resources	31-Mar-2019	Roger Harborough

**Latest Note:**

**March 2019**

The Homelessness Reduction Act has increased the workload of the Housing Options Team as the new duties require more detailed work and prolonged work with customers from an earlier stage to try to prevent homelessness. Cases continue to be complex with support and assistance required from other agencies to help clients with chaotic lifestyles resolve issues other than the threat of homelessness

Homelessness Partnership meetings held quarterly continue to attract a wide range of agencies

Essex CC has procured a new floating support service whose remit is to help prevent homelessness across the county. The contract has been awarded to Peabody. We are still awaiting details on how this service will work with the district authorities.

EDC is now looking at the accommodation based supported services it provides to homeless/vulnerable adults, and we will be inputting into this consultation process.

We are waiting to meet with the new provider of Domestic Violence services procured by ECC for Colchester, Tendring, Braintree and Uttlesford. The new provider will be Next Chapter. For the coming year, we will also continue to fund an outreach service from the previous provider for Uttlesford, Safer Places, based in Harlow.

Programme / Project / Activity Title & Code and Description	Outcomes	Resources	Due Date	Officer Responsible
<b>18-CPDP 07</b> <b>Deliver affordable housing</b> Good quality affordable homes for local people	Contribute to the provision of affordable housing supply by delivering/acquiring further new council homes Work with developers and Registered Social Landlords to ensure delivery of required numbers of affordable housing on development sites Continue to deliver the Housing Strategy particularly focussed on ensuring the right tenures and quality of homes for vulnerable groups in the district <b>Output measures/milestones:</b> Deliver 40 new council homes or acquisitions through the Housing Revenue Account development programme Deliver required affordable housing targets in line with planned timescales	Within existing resources	31-Mar-2019	Roger Harborough

**Latest Note:**

**March 2019**

Since 1 April 2018, 185 affordable homes have been completed including 54 for shared ownership. At least another 20 are expected to be completed by next month (March 2019). The Housing Options Team has allocated 412 properties for rent in this financial year, 130 of which have been to new build properties and the rest to the council's existing housing stock.

The council's development programme is progressing well. 100 properties have now been delivered with the completion of Reynolds Court in September 2018. There are 29 properties at Hatherley Court and sites in Newport and Dunmow will deliver 8 new build council properties. Feasibility work is continuing with further sites to be progressed

Phase 1 of Hatherley Court in Saffron Walden has now completed and tenants have moved in, work on Phase 2 is progressing and due to complete by the end 2019

We are now working with architects to prepare a planning application for the remodelling of the Walden Place site in Saffron Walden to re-provide the communal areas and further sheltered accommodation, enabling separation of the sheltered accommodation and its communal facilities from the Grade 2 listed building and its disposal as a restoration project

The district's first independent living scheme, which will deliver 72 units of accommodation, is nearing completion at Radwinter Road in Saffron Walden, expected April 2019 . We continue to discuss with Essex County Council and a Housing Association partner how to deliver a second scheme in Great Dunmow

A purpose built scheme in Everett Road, Saffron Walden comprising of 6 units of accommodation for people with learning difficulties completed in February 2019, and residents are due to move in once the scheme has been fully staffed

A planning application for the development of a site at Little Dunmow to replace 12 existing bungalows that are affected by subsidence with 16 general needs flats and houses is due to be submitted in April 2019

Continuing to work to ensure that right to buy receipts are spent in accordance with our agreement with the government. This includes proposals for two development sites, one in Great Chesterford and the other in Saffron Walden. Delivery of the Great Chesterford site through the HRA has been agreed by Cabinet but is subject to a fresh planning application for an affordable housing scheme being approved. A similar proposal for the site in Saffron Walden will be considered by Cabinet in June 2019

The process of updating the Housing Strategy and Allocations Policy to align with the local plan proposals continues

Programme / Project / Activity Title & Code and Description	Outcomes	Resources	Due Date	Officer Responsible
<p><b>18-CPDP 14</b></p> <p><b>Improve private sector housing conditions</b></p> <p>Private sector housing that is healthy and safe to live in</p>	<p>Introduce a range of measures to tackle rogue landlords under the new powers available to the Council in the Housing &amp; Planning Act 2016 Review options for discretionary licensing of private rented homes, including Houses in Multiple Occupation</p> <p><b>Output measures/milestones:</b></p> <p>Success will be measured by key performance indicators</p> <p>A new policy in place outlining the appropriate level of action and civil penalties for Housing Act offences</p>	<p>Within existing resources</p>	<p>31-Mar-2019</p>	<p>Roger Harborough</p>

**Latest Note:**

**March 2019**

Officers continue to work with landlords to license Houses in Multiple Occupation. The Council has now licensed 13 HMOs and additional properties are expected to increase. A HMO is defined as a property that is occupied by 5 or more persons from 2 or more households.

The Private Sector Housing Enforcement Policy was approved by cabinet on 29<sup>th</sup> November. The policy outlined the enforcement powers of the Environmental Health service and introduced the ability for officers to issue civil penalties of up to £30,000 for Housing Act offences as an alternative to prosecution.



**18-CPDP Corporate Plan Commitment 2: Protect and enhance heritage and character**

Programme / Project / Activity Title & Code and Description	Outcomes	Resources	Due Date	Officer Responsible
<p><b>18-CPDP 09</b>  <b>Walden Castle</b>                      Castle opened up for public access and suitable events</p>	<p>Installation of electricity, lighting and security and establish an events programme.  <b>Output measures/milestones:</b>                      Work completed and access available to all – by end of August 2018                      Events programme to be developed by December 2018</p>	<p>Within existing resources</p>	<p>31-Mar-2019</p>	<p>Adrian Webb</p>

**Latest Note:**

**March 2019**

Awaiting planning permission and consents for lighting, CCTV and flooring to enable public access to the centre of the remains. The project will take about 4 months to complete once consents have been obtained.

Programme / Project / Activity Title & Code and Description	Outcomes	Resources	Due Date	Officer Responsible
<p><b>18-CPDP 10</b>  <b>Museum Development Lottery Bid</b>                      The lottery grant will lay the foundations for a larger grant application to extend the museum by providing funding for feasibility and options appraisals and an audience development study with public consultation. In addition it will enhance the fundraising capabilities of the Saffron Walden Museum Society through training.</p>	<p>Bid to Resilient Heritage Lottery Fund for approximately £70,000  <b>Output measures/milestones:</b>                      Application made July 2018                      Grant confirmed October 2018, subject to HLF grant award meeting timetable                      Work commenced on feasibility and options appraisal stages along with public consultation in preparedness for a bid to the HLF for an extension to the Museum building</p>	<p>Within existing resources</p>	<p>31-Mar-2019</p>	<p>Adrian Webb</p>

**Latest Note:**

**March 2019**

The application to the Heritage Lottery Fund under its 'Resilient Heritage' grants programme has been successful, which is excellent news for the Museum service. This is the first step of the long-term development programme which aims to increase visitors, community engagement and income, and make the Museum more sustainable in the future.

The award is for a grant of £51,300 with a further £10,000 contribution from Saffron Walden Museum Society Ltd; no financial contribution is required from the Council. The project will fund an audience development study, to provide an in-depth analysis of the Museum's actual and potential visitors, and a feasibility study with options appraisal and business plan, to determine the optimum way to develop the Museum and provide a costed plan. Other strands of the project include developing the fund-raising capacity of the Museum Society, which uses its charitable

status to raise money for capital projects, and to support and mentor Museum staff and volunteers, who will be taking on a considerable challenge to run a major project alongside day-to-day service operations.

This opening phase of 'Resilient Heritage' work is expected to take 18 months to complete, finishing in December 2020. The Museum and Museum Society will then be equipped to prepare major funding applications for the next phase, which will involve extending and improving the Museum building, displays and facilities, and associated activity programmes.

Programme / Project / Activity Title & Code and Description	Outcomes	Resources	Due Date	Officer Responsible
<b>18-CPDP 11</b> <b>Article 4 Direction (A4D) for Local Heritage List (LHL)</b> Development related to locally listed properties across the district managed positively	Unsuitable minor alterations and other development that would adversely affect local heritage assets will be avoided. <b>Output measures/milestones:</b> Consultation on a Draft A4D order Final Article 4 Direction order confirmed	Within existing resources	31-Mar-2019	Roger Harborough

**Latest Note:**

March 2019

Progress with this initiative will be part of the objectives for the new conservation officer postholder who is starting in April

Programme / Project / Activity Title & Code and Description	Outcomes	Resources	Due Date	Officer Responsible
<b>18-CPDP 12</b> <b>Shop Front Design Guide and Management Plan</b> Good practice guidance to protect and enhance the character of town centres	Draft document to be compiled and ready for public consultation Finished document to go to Cabinet for approval and adopted formally. <b>Output measures/milestones:</b> Comprehensive document to inform the treatment of shop frontages in the district, and help facilitate good practice in relation to signage, colour, detail and illumination by end 2019.	Within existing resources	31-Mar-2019	Roger Harborough

**Latest Note:**

March 2019

An initial draft has been prepared. Progress with this initiative will be part of the objectives for the new conservation officer postholder who is starting in April.

Programme / Project / Activity Title & Code and Description	Outcomes	Resources	Due Date	Officer Responsible
<b>18-CPDP 13</b> <b>Reviews of Conservation Area Appraisals and Management Plans</b> Managed growth and development in Conservation Areas.	Continue with a rolling programme of resurveys of the existing 37 Conservation Areas <b>Output measures/milestones:</b> Draft Conservation Area Appraisal(s) to be prepared for public consultation. Final reports to go for publication, or cabinet approval, as appropriate.	Within existing resources	31-Mar-2019	Roger Harborough

**Latest Note:**

**March 2019**  
 Progress with this initiative will be part of the objectives for the new conservation officer postholder who is starting in April.

Programme / Project / Activity Title & Code and Description	Outcomes	Resources	Due Date	Officer Responsible
<b>19-CPDP 14</b> <b>Wide in Place</b> A fair and consistent approach to enforcement	Deliver a programme of public educational events to tackle environmental issues e.g. responsible dog ownership Clearing fly tipped materials Provide targeted enforcement action campaigns to address litter, trade waste abuses and fly tipping <b>Output measures/milestones:</b> Success will be measured by pre and post campaign surveys	Within existing resources and approved budget to provide more capacity within street services team	31-Mar-2019	Roger Harborough

**Latest Note:**

**March 2019**  
 Officers have contacted all participating councils to rate the success of the 'We're Watching You' anti fouling glow in the dark posters campaign  
 Officers have participated in ten joint licensing enforcement exercises since the beginning of November. Collectively, the exercises have resulted in a range of positive enforcement actions, including arrests, seizure of vehicles, fixed penalty notices, suspensions and warnings. Successful enforcement has been reported by all participating enforcement agencies.

**18-CPDP Corporate Plan Commitment 3: Support sustainable business growth**

Programme / Project / Activity Title & Code and Description	Outcomes	Resources	Due Date	Officer Responsible
<p><b>18-CPDP 15 Economic Development Strategy</b></p> <p>Positive interventions that support business growth</p>	<p>Delivery of the strategy including engagement in a joint digital infrastructure strategy across West Essex and East Herts, research the extent of lack of poor mobile communications and options for resolution, participation in the Stansted Airport College Advisory Group and progress local economic strategies for each new garden community.</p> <p><b>Output measures/milestones:</b> Key measures and milestones detailed in the economic development strategy</p>	<p>Approved budget for a range of activities</p>	<p>31-Mar-2019</p>	<p>Roger Harborough</p>

**Latest Note:**

**March 2019**

The implementation of the Saffron Walden BID and collection of the bid levy continues. Progress is being made delivering the car parking actions including the car park ticket machine procurement project and a bid was submitted in February to NEPP for capital funding for improvements to two car parks in Stansted Mountfitchet. Engagement on economic strategies for the garden communities is being progressed through the Business Breakfast and other ongoing consultation events. This includes working with Cambridge Clean Tech on development of a local economic strategy for North Uttlesford GC. Superfast Essex has advised the Council that the Gigaclear delivery of Phase 3 of superfast broadband in Uttlesford is approximately 6 months behind schedule with a completion date now of July 2020. The draft of the Essex-Herts Digital Innovation Zone (DIZ) “a local strategy to secure future prosperity and health” was made available. Research into poor mobile communications in the area is ongoing. Participation in the Airport College Advisory Group is on-going. A bid for the Future High Streets Fund was submitted on 22 March.

CPDP  
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**18-CPDP Corporate Plan Commitment 4: Maintain a financially sound and effective Council**

Programme / Project / Activity Title & Code and Description	Outcomes	Resources	Due Date	Officer Responsible
<p><b>18-CPDP 16</b>  <b>Medium Term Financial Strategy (MTFS)</b></p> <p>To ensure that the council maintains a budget that is financially viable and continues to provide services at an affordable level</p>	<p>Budget monitoring, to include a programme of identifying the savings target of £150k            To continue the rollout of Zero Based Budgeting for 2019/20 budget preparation            To prepare the MTFS and all supporting budget reports for 2019/20</p> <p><b>Output measures/milestones:</b>            Monthly Budget monitoring with quarterly reports prepared for Cabinet            Zero Based Budgeting for 2019/20 to begin in September to ensure approval process is complete to meet annual budget deadlines            To identify areas of savings for 2019/20 (if this has not already been identified as part of the budget monitoring process)            2019/20 budget papers and MTFS to be presented to Members in February 2019.</p>	<p>Finance Team            CMT and SMT            All budget managers</p>	<p>31-Mar-2019</p>	<p>Adrian Webb</p>

**Latest Note:**

**March 2019**

Budget for 2019/20 and associated strategies were approved by Full Council on the 21st February, this included a council tax increase of 2.99% and an investment strategy of £100m for commercial investment. Officer/Member discussions are ongoing with regards to the governance of the investments.

Pre-cast outturn for quarter 3 continues to predict an underspend, with service reviews and efficiency savings being implemented throughout the financial year.

Programme / Project / Activity Title & Code and Description	Outcomes	Resources	Due Date	Officer Responsible
<p><b>18-CPDP 17</b>  <b>Chesterford Research Park</b></p> <p>Significant contribution to the council's revenue budget</p>	<p>Evaluation and delivery of most affordable method of financing for new unit(s)            Agreement to fund, if required, the building of an additional unit for a new tenant on the park            Economic Development team work to promote the Park</p> <p><b>Output measures/milestones:</b>            At least one new request, if required, for funding for a new build unit received in 2018/19</p>	<p>Within existing resources (subject to approval for additional funding as required)</p>	<p>31-Mar-2019</p>	<p>Adrian Webb</p>

**Latest Note:**

**March 2019**

Building 60 work has started with a completion date of September 2020. Discussions continue with potential tenants.

Programme / Project / Activity Title & Code and Description	Outcomes	Resources	Due Date	Officer Responsible
<b>18-CPDP 18</b> <b>Uttlesford South Depot</b> Efficient and effective use of assets	Explore options for commencement of phase 1 prior to purchase of land Acquisition of land Operational planning activities associated with new site <b>Output measures/milestones:</b> Options for delivery evaluated and preferred solution agreed Land purchased – by end of March 2019	Within existing resources	31-Mar-2019	Adrian Webb

**Latest Note:**

**March 2019**  
 New planning application for Lt Canfield due to be submitted in April. Officers have also been working with a landowner around an alternative site to the East of Great Dunmow. This planning application is also likely to be submitted March/April

Programme / Project / Activity Title & Code and Description	Outcomes	Resources	Due Date	Officer Responsible
<b>18-CPDP 19</b> <b>Workforce Development</b> An engaged and flexible workforce that is able to react to the changing local government environment	Develop a people plan Bring on stream apprenticeships through the apprenticeship levy <b>Output measures/milestones:</b> An assessment of the skills gaps and shortages along with a remediation plan – end of December 2018 More apprentices – throughout 2018/19	Within existing resources	31-Mar-2019	Adrian Webb

**Latest Note:**

**March 2019**  
 Through the East of England Local Government Association's Talent bank the Council has engaged the services of an experienced HR Director to review current approach to organisational development and HR and make recommendations for future delivery to ensure workforce is appropriately skilled in the changing local government environment. This work will feed into development of workforce strategy.

Programme / Project / Activity Title & Code and Description	Outcomes	Resources	Due Date	Officer Responsible
<b>18-CPDP 20</b> <b>Citizens Access</b> Enhanced self-service for council customers	Develop a new website Installation of online access to Council Tax, Rents, Housing Benefits and Business Rates <b>Output measures/milestones:</b> A modern website capable of meeting current and future customer needs – end of July 2018 Online account access for customers is available – Ready for use by end of December 2018 but promoted through 2019/20 annual billing	Approved budget for IT investment and backfilling project team, if required	31-Mar-2019	Adrian Webb

**Latest Note:**

**March 2019**

Work underway on jobs subsite which will explain the benefits of working for the council and living in this area as well as hosting all the vacancies at the council. Work on an intranet refresh will commence following that project. Citizens Access project is underway, with soft launch for Revenues and Benefits modules internally later in 2019.

Programme / Project / Activity Title & Code and Description	Outcomes	Resources	Due Date	Officer Responsible
<b>18-CPDP 21</b> <b>Planning Performance Agreements (PPAs)</b> Delivery of a high quality Planning Service	Promotion of Planning Performance Agreements (PPAs) for all major development proposals <b>Output measures/milestones:</b> Number and value of PPA's	PPA's identify and fund additional resources associated with the application (net nil impact)	31-Mar-2019	Roger Harborough

**Latest Note:**

**March 2019**

Six PPAs are now in place and several others are being progressed with interested developers.

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## COMMITTEE TIMETABLE 2019/20

	Day	Time	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May
<b>Council</b>	Tues	7.30pm	21 AC		30			8		3		25		22 <b>Wed</b>	19 AC
<b>Cabinet</b>	Thurs	7.00pm		13	18		5	15* <b>Tues</b>	26 <b>Tues</b>		9	13		1* <b>Wed</b>	
<b>Scrutiny (for call in)</b>	Mon- Thurs	7.30pm			1	5	23	31		12	27		2	21	
<b>Scrutiny</b>	Tues	7.30pm		11 25	31 + <b>Wed</b>		24		5	17		4	10		
<b>Governance, Audit &amp; Performance</b>	Thurs	7.30pm	30		25		26		21			6			
<b>Planning</b>	Wed	2.00pm		5 26	24	21	18	16	6	11	15	19	18	15	13
<b>Licensing &amp; Env Health</b>	Wed	7.30pm		12				23			22				
<b>Standards</b>	Mon	4.00pm		17				21					16		

Cabinet meetings are not required to be agreed by Council. They are scheduled at the Leader's discretion and are included here for information.

All meetings normally held at Saffron Walden.

+ Possible Scrutiny meeting required in July, subject to work programme

\* Meeting held at Foakes Hall, Great Dunmow

