



Public Document Pack

Uttlesford District Council

Chief Executive: Dawn French

Scrutiny Committee Remote Meeting

Date: Thursday, 4th March, 2021

Time: 7.00 pm

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

Chairman: Councillor N Gregory

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

Substitutes: Councillors S Barker, M Caton, A Khan, M Lemon, R Pavitt and M Sutton

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. Please register your intention to speak at this meeting by writing to committee@uttlesford.gov.uk

Public speakers will be offered the opportunity for an officer to read out their questions or statement at the meeting, or to attend the meeting over Zoom to readout their questions or statement themselves.

Members of the public who would like to listen to the meeting live can do so [here](#). The broadcast will be made available as soon as the meeting begins.

AGENDA

PART 1

Open to Public and Press

- 1 Apologies for Absence and Declarations of Interest**
To receive any apologies for absence and declarations of interest.
- 2 Minutes of the Previous Meeting** 4 - 11
To consider the minutes of the previous meeting.
- 3 Responses of the Executive to reports of the Committee**
To consider any responses of the Executive to reports of the Committee.
- 4 Consideration of any matter referred to the Committee in relation to call in of a decision**
To consider any matter referred for call in.
- 5 Cabinet Forward Plan** 12 - 14
To receive the updated Cabinet Forward Plan.
- 6 Update on Planning-Related Studies**
To consider the Update on Planning-Related Studies (oral report)
- 7 Corporate Plan Delivery Plan 2021/22** 15 - 43
To consider the Corporate Plan Delivery Plan 2021/22
- 8 Work Planning for 2021/22** 44 - 49
To consider Work Planning for 2021/22

REMOTE MEETINGS AND THE PUBLIC

Due to the Government's social distancing measures imposed in the wake of Covid-19, the way in which the public can participate in Uttlesford District Council meetings has changed. Meetings are no longer being held onsite or in person and 'remote meetings' will be held on the virtual meeting platform Zoom until further notice. Members of the public are welcome to listen live to the debate of any of the Council's Cabinet or Committee meetings. All live broadcasts and meeting papers can be viewed on the Council's calendar of meetings webpage.

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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. The broadcast will be unable when Part II items are discussed.

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Agenda Item 2

SCRUTINY COMMITTEE held at ZOOM, on TUESDAY 2 FEBRUARY 2021 at 7.00 pm

Present: Councillor N Gregory (Chair)
Councillors A Coote, C Criscione, A Dean, R Jones, P Lavelle, G LeCount, G Sell, M Sutton and J De Vries

Officers in Attendance: D French (Chief Executive), R Auty (Assistant Director - Corporate Services), C Edwards (Democratic Services Officer), A Knight (Assistant Director, Resources), A Webb (Director of Finance and Corporate Services)

Also in attendance: Councillor J Evans (Portfolio Holder for Planning and the Local Plan), Councillor N Hargreaves (Portfolio Holder for Finance and Budget) and Councillor N Reeve (Portfolio Holder for the Economy and Investment)

APOLOGIES FOR ABSENCE AND DECLARATIONS OF INTEREST

Apologies were received from Councillor Driscoll, who was substituted by Councillor Sutton.

MINUTES OF THE PREVIOUS MEETING

The minutes of the meeting held on 19th January 2021 were approved and would be signed by the Chair as a correct record at the next opportunity.

Councillor Dean queried the public speaker section SC34, and specifically the questions raised by Ms Tealby-Watson. He could not see any mention in the minutes of the response given about the issue of the decision notice publication. The Chair said that it was his understanding that Councillor Merifield and Councillor LeCount had undertaken to write a report to be sent to Ms Tealby-Watson. He agreed that this would also be circulated to members.

Councillor Criscione asked that it was noted in minute SC52 that the final report outlining the recommendations of the Task and Finish Group: Planning Obligations would be ready for the Scrutiny Committee meeting in April.

The Chair said that it had been discussed as part of the forward plan for Scrutiny, that Cabinet members and Officers from Essex County Council (ECC) would be invited to future meetings to discuss matters relating to the quality of services being provided. He asked for general consent for Assistant Director - Corporate Services to set this up.

In response to a question from Councillor Dean the Chair said there would be informal meetings to discuss the work programme but invitations would take longer to set up and therefore it was a good idea to initiate.

Councillor Sell suggested that to start the process the four County members from ECC were invited.

Councillor Criscione was not convinced of the value this would bring and what deliverables would be achieved.

The Chair said the majority of contact from residents did relate to County level activities, for example schools, flooding and pot holes. He said there was an obligation to get involved. He asked if Councillors Sell and Criscione could collaborate to ensure that the maximum value from this exercise was achieved.

Councillor Sell said there was a protocol of how issues were referred to County members which would need to be taken into account. He said it was important that the value of this exercise be kept in mind, but if it improved the delivery of County services, it would be worthwhile.

Councillor LeCount agreed that residents often corresponded about pot holes. He suggested that an Officer from the Highways Panel came to the meeting as he agreed it was difficult to contact ECC about local issues.

Councillor Coote joined the meeting at 7:15pm.

Councillor Jones said the Highways panel did have some influence over small projects and road safety issues. Larger projects are still in the remit of ECC Highways. He said any member could come to the meeting to raise issues. He also volunteered to help with the process.

Councillor Sell raised a point of information. He said anyone could attend the Highways Panel meeting to raise issues following the usual protocol.

The meeting was adjourned at 7:17pm to deal with technical issues, the Chief Executive joined the meeting once it had restarted.

CABINET FORWARD PLAN

Councillor Dean said the current forward plan was only until the end of March and asked when it would extend further into the year.

The Chief Executive explained that the meeting schedule for next year was on the agenda of the Council meeting on 23rd February 2021. Once this was agreed the Cabinet Forward Plan would then be populated with items. She said that care also needed to be taken as the pre-election period would begin towards the end of March and therefore, to avoid political advantage, no new policies or items would be brought forward during this time.

Councillor Sell asked for a list of non contentious items to be presented to Committee and then populated with meeting dates in due course.

The Chief Executive said that a list could be produced and made available once the Council meeting had taken place on the 23rd February and the budget approved shortly afterwards.

CORPORATE PLAN REVIEW 2021-2025

The Chair said there was one significant amendment to the Corporate Plan and that the Corporate Plan Delivery Plan would be presented at the next Scrutiny meeting.

Councillor Dean said he thought this plan was the same as last year and had not changed for 13 months. He had sent a number of comments but these had not been taken up and the plan remained the same.

Councillor Reeve said the administration had considered whether to make substantial changes or to execute the plan with only minor changes to provide stability. He highlighted the two major issues of the Covid-19 pandemic and the Local Plan process. It had been agreed that the content still met the aims that were being worked towards and it was important to get this document approved by Council. He said the major changes would come from the Corporate Plan Delivery Plan.

Councillor Sell said he understood the decision but asked if there was evidence of the plan being delivered. He said residents had not been consulted about the budget, and the document stated that residents deserve high standards of governance. He said he was unsure whether this was currently being delivered.

Councillor Reeve reiterated that the Corporate Plan set out the main themes; the execution of said themes would be covered by the Delivery Plan and discussed at the next meeting.

Councillor Hargreaves said the issue of consultation had been raised a number of times; most Councils did not consult on the detail of the budget, apart from those in dire circumstances when hard choices had to be made.

Councillor Criscione thanked Councillor Reeve for pushing this to the agenda and said he would reserve the right to speak at the next meeting when the Delivery Plan was presented. He said there needed to be a general awareness of the use of language, what was committed to and what decisions needed to be made. He gave the example of page 20, 1a and thought the wording 'Use locally led Development Corporations to deliver sustainable new settlements' would annoy residents and questioned the decision to leave it in the document as it did not back up the administrations line that nothing was on or off the table.

Councillor Reeve said no decisions had been made and the direction for the Local Plan had not been decided.

The Chair agreed and said there were other examples throughout the document but was sure that the delivery plan would give more specifics when it would be considered at the next meeting.

MEDIUM TERM FINANCIAL STRATEGY & 21/22 BUDGET

Councillor Hargreaves presented the budget and highlighted a number of alterations that had been made:-

- The text in the 'risk item' section which related to the Local Plan had been updated.
- Annex A1 – Sports Facilities and Climate Change Reserve – on both these items the text had been changed to indicate that if the money was not spent it would be rolled over rather than put back into the general fund.
- MTFS page 63, the text had been added to make clear that 40% of Business Rates income was not retained but was calculated on a tariff basis.
- General Funds Reserves – changes had been made to make it clearer that the opening balance is boosted by Business Rates section 31 grant to fund the additional relief for Business Rates waived due to the crisis This will be paid out in the following year.
- The reserve for the Local Plan wording had been changed and the word 'new' removed with regards to 'sustainable new communities'. Officers had been given the ability to amend various fees.

Councillor Sell thanked officers for their work. He asked the Director, Finance and Corporate Services to give a brief overview of the impact of Covid-19 on the Council's finances.

The Director, Finance and Corporate Services said initially there had been concern and emergency spending had been implemented in the early stages of the pandemic to manage the situation, mainly the cash flow. The government funding provided the money needed and had announced funds for next year to cover losses of income, for example, car parking.

He said the budget had been compiled by taking views on expected income and were the best estimates of the position at this time.

Councillor Sell asked what the effect of Business Rates going from 40% to 75% retention and the removal of the new homes bonus would be on the Council's finances.

Councillor Hargreaves said the 75% retention of Business Rates was included in the Business Rates reform, and these reforms had not taken place. This rolled into the Fair Funding Review which had also been delayed. The Council would not keep the full 75% it would be a proportion. This also applied to the replacement for the new homes bonus, consultation was due to take place later this year.

Councillor Sell said the Town and Parish Councils were the only tier of local government that were not capped.

The Director, Finance and Corporate Services added that the document on page 66 set out the position for future years excluding the new homes bonus and using a lower income figure for Business Rates retention.

The Chief Executive lost connection and left the meeting at 7:50pm.

Councillor Dean said the Commercial Strategy on page 42 and the section on risks raised the on going issue of the accounts not being signed off due to a governance issue and the external investigation. He said the Council was continuing to borrow money and had a £300m liability. He asked if all the lenders had been made aware of the current position and said it was important to be transparent. He sought assurance that the Council was still credit worthy.

The Director, Finance and Corporate Services said that current borrowing was from other Local Authorities and all parties carried out their own due diligence. He was satisfied that there was not a problem. He said Local Authorities could not go out of business and the last resort would be the Government.

Councillor Hargreaves added that there was nothing wrong with the financial side of the accounts. The borrowing and lending was between partners in the same sector and due diligence was carried out on both sides.

In response to a supplementary question from Councillor Dean the Director, Finance and Corporate Services said other past borrowing included a loan from a pension fund to purchase the Chesterford Retail Park over a 40 year term. The current cost of borrowing means that Local Authority borrowing is the best option and keeps the money in the Local Authority market.

Councillor Criscione raised and Councillor Hargreaves answered the following questions:-

- Was the money for garden communities conditioned and would it need to be paid back?
 - Councillor Hargreaves said it could be retained and used for the Local Plan.

- Could further investments stop an increase in Council Tax?
 - Councillor Hargreaves said Council Tax was a reliable source of income and was risk free, and the Council had a high collection rate. Commercial investments were not risk free, although the risks were mitigated and provisions were made against investments. He said he thought it was important that residents contribute through taxation to appreciate the benefits of the services they were receiving.
 - The Director of Finance and Corporate Services added that the Government was not keen on commercial investment and definitely not for yield. Investments were made to underpin core services

and the challenge within the MTFS was to avoid cutting services. The limit as set out in the Investment Strategy had currently been reached.

- Was the £1.66m Stansted Strategic Initiative Fund enough and how was it split between funds for the Local Plan and costs?
 - Councillor Hargreaves said the fund would cover the strategic costs related to the airport and anything left over would be used for the Local Plan.

Councillor Sell agreed that there was a high rate of Council Tax collection. He was concerned about enquiries from residents who had problems paying their Council Tax.

The Director of Finance and Corporate Services said Council Tax was paid over a 10 month period, usually from April to January. The decision was made at the beginning of this year to allow people to miss the first 2 months and therefore start the 10 month period from June. He said whilst collection rates were down slightly the collection rate remained in a good position. The Council would continue to help people who were struggling.

Councillor LeCount was optimistic of the result of the Stansted appeal.

Councillor Hargreaves went through the pre submitted questions – one of the questions asked if the Council was maximising the revenue from charges where appropriate. He said that charges for statutory services, such as Licensing and Environmental Health, had no effect on the accounts as the charge just covered the costs. For the Planning department, the charges were set by statute, and all matters related to listed buildings were charged at no cost. He said that car parking charges could be put up but now was not the right time, although the charges should be reviewed in due course.

The Chair said car parking was important, but raised the point that car owners got a very good deal and there were not so many options for people without a car who relied on public transport.

The Chair asked at what stage the £513k EU exit reserve would be written back to the general fund?

The Director of Finance and Corporate Services said the fund was set up to offset costs because the Council was a port authority. The next 12 months would determine how the fund was used and it would then be reduced in 2022/23. He expected it would not be required in 2023/24.

The Chair said he was concerned about the Climate Change Fund which had been discussed at the last Scrutiny meeting. He did not think there were appropriate objectives, performance indicators or success measures in place. He did not think the money should be released before it was known how it would be spent and efficiently allocated.

Councillor Hargreaves said the £1m would be taken in three tranches. The general guidelines had been set and the budget allocated. It was then usual practice to delegate the spending of it.

The Chair clarified he was not asking for specifics now but, before the money was released, he wanted to know how it would be measured and the effectiveness and efficiency assessed.

Councillor Hargreaves said there would be an external review to assess how the best carbon reduction could be achieved. The Chair asked for the review to be brought to a future meeting.

Councillor Coote said Councillor Pepper was awaiting a new officer to join the team, who would help to achieve these objectives, they would have an input into the process and how the budget was spent.

Councillor Reeve said the strategy document needed to be approved by the Council and the action plan then derived from this document and brought to a future meeting by Councillor Pepper.

Councillor Criscione said the Economic Development Plan had been thoroughly costed by Councillor Reeve and had set a high benchmark. He said it was not just about spending the money but to ensure it was justified.

The Chair highlighted page 129, Annexe H2 which related to increased planning costs. There were a number of increases which overall produced a considerable net increase in resource. He asked what the Council would get for that, how it would be measured in terms of the quality of services delivered and the day to day running of the department.

Councillor Evans said the figures had been moderated and were currently headline numbers without the detail. There was a review of the department underway by the Peer Review Group and the report and recommendations for a better solution were awaited. The Service Level and improvement of the Planning department was within the manifesto and something that the administration remained committed to.

The Chair asked if there would be a costed plan with objectives and success indicators that would be presented to this Committee or Cabinet.

Councillor Evans said there were Key Performance Indicators for Development Management and Enforcement but that the main Planning Policy was a separate and on going exercise.

Councillor Hargreaves said he thought there needed to be more clarity in the presentation of the Planning budget. He would like it to be separated out into "business as usual" and the Local Plan process. He also thought a definition of each strand would be helpful. The allocation of staff costs would need to be shown across many different aspects of the budget.

Councillor LeCount said he looked forward to the Peer Review Group report and welcomed the chance to input into the process further as he had worked closely with the late Councillor Storah regarding the structure of Planning.

Councillor Coote said the budget contained large numbers and he wanted to know how the money would be spent to ensure that improvements to the Planning department were achieved. He and others had been elected on the basis of improving the planning process at the Council.

Further to a question from the Chair, Councillor Evans said the LGA report was awaiting further input from Councillors and officers. Some estimates had already been received, and he said it was important to recruit at the right level to provide the service with Senior Planning Officers as well as technical and systems support. He agreed that the money must be well spent.

Councillor Criscione referred to page 135 and the Planning fee, he said more Planning Performance Agreements (PPA) should be put in place as they were a source of income.

Councillor Evans said there were currently 14 PPA's agreed or being working on and the revenue and people commitment would be included in the Peer Review Group work but was not guaranteed as an income stream.

The Director of Finance and Corporate Services said a profit could not be made from the PPA but it could be used to increase headcount and therefore free up other resources. He said funds of £240K had already been set aside for 2021/22 to go towards service improvements within the Planning department. Other income sources would be looked at to provide extra resource, software and any other equipment to make the service improvements necessary.

The Chair said he thought the Committee's discussion had been in depth and had probed the administration. He thanked members and said that Officers had produced a superb piece of work in difficult times.

He proposed that the Committee forward the budget to Cabinet subject to the comments raised. Councillor Coote seconded. There was no dissent.

The meeting ended at 8.57pm.

UTTLESFORD DISTRICT COUNCIL CABINET FORWARD PLAN

Item	Meeting	Date	Brief information about the item and details of documents submitted for consideration	Key Decision?	Part 2?	Portfolio Holder	Contact officer from where the documents can be obtained
Budget Forecast Outturn - 2020/21 Quarter 3	Cabinet	9 Mar	April to December budget position for 2020/21	No	Open	Portfolio Holder for Finance and Budget	Angela Knight, Assistant Director - Resources aknight@uttlesford.gov.uk
Corporate Plan Delivery Plan 2020/21	Cabinet	9 Mar	To receive an update on the progress made against the CPDP for 2021/21	No	Open	Portfolio Holder for the Economy, Investment and Corporate Strategy	Dawn French, Chief Executive, Sue Kempster, P/A to the Chief Executive dfrench@uttlesford.gov.uk, skempster@uttlesford.gov.uk

Item	Meeting	Date	Brief information about the item and details of documents submitted for consideration	Key Decision?	Part 2?	Portfolio Holder	Contact officer from where the documents can be obtained
Corporate Plan Delivery Plan 21-22	Cabinet	9 Mar	To consider the Corporate Plan Delivery Plan 21-22.	No	Open	Portfolio Holder for the Economy, Investment and Corporate Strategy	Dawn French, Chief Executive, dfrench@uttlesford.gov.uk
Statement of Community Involvement and Community Engagement Strategy	Cabinet	9 Mar	To consider the comments received and proposed amendments following consultation and approval to to publish the documents	No	Open	Portfolio Holder for Planning and the Local Plan	Sarah Nicholas, New Communities Senior Planning Officer snicholas@uttlesford.gov.uk
Strip of land Petlands, Little Walden	Cabinet	9 Mar	To consider the report on the Strip of land, Petlands, Little Walden	No		Portfolio Holder for Housing	Roz Millership, Assistant Director - Housing, Health and Communities rmillership@uttlesford.gov.uk
Voluntary Support Grants	Cabinet	9 Mar	To consider the grant awards for applications brought to the Voluntary Support Grant Committee on 15 February 2021.	Yes	Open	Portfolio Holder for Communities	Fiona Gardiner, Communities Manager fgardiner@uttlesford.gov.uk

Item	Meeting	Date	Brief information about the item and details of documents submitted for consideration	Key Decision?	Part 2?	Portfolio Holder	Contact officer from where the documents can be obtained
Amendment to the Climate Change and Waste Strategy Panel Working Groups	Cabinet	9 Mar	To consider amalgamating the Climate Change WG and Waste Strategy Panel.	No	Open		Ben Brown, Assistant Director - Environmental Services bbrown@uttlesford.gov.uk
Carver Barracks Running Track - Extension to Longstop Date	Cabinet	9 Mar	Extension of date for completion of the project from 31 March 2021 to 31 December 2021	No	Open		Adrian Webb, Director - Finance and Corporate Services awebb@uttlesford.gov.uk

Committee: Scrutiny Committee

Date:

Title: Corporate Plan Delivery Plan 2021/22

Thursday, 4 March
2021

Report Author: Dawn French, Chief Executive

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Tel: 01799 510400

Summary

1. Council approved a revised corporate plan for 2021-2025 at its meeting on 23 February 2021.
2. The Cabinet has drafted a corporate plan delivery plan for 2021/22 to detail how the ambitions set out in the corporate plan will be advanced during the financial year 2021/22.
3. Scrutiny are invited to consider the delivery plan, which although still subject to some caveats regarding the Covid19 pandemic, contains a greater degree of certainty than has been possible previously, including funding for the activities.

Recommendations

4. Members are invited to consider the draft corporate plan delivery plan 2021/22 and to provide feedback to the Cabinet on this matter.

Financial Implications

5. The financial implications are referenced in the corporate plan delivery plan.

Background Papers

6. 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

- 7.

Communication/Consultation	Consultation specific to projects within the delivery plan will be undertaken as necessary.
Community Safety	Community safety projects are identified within the delivery plan.

Equalities	Work arising from the recently approved equality policy is referenced in the plan
Health and Safety	Any health and safety implications resulting from actions or projects in the delivery plan will be 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 will be assessed and addressed.
Sustainability	Sustainability is a key focus of the plan.
Ward-specific impacts	Any ward specific issues arising from individual projects within the delivery plan will be identified.
Workforce/Workplace	The Corporate Plan Delivery Plan details the priorities and expectations of members and will enable staff to be more confident in delivery of services. Any workforce implications arising from individual projects within the delivery plan will be assessed and addressed.

Situation

8. The Corporate Plan 2021 – 2025 was adopted by Full Council at its meeting on 23 February 2021. The vision for the council (Making Uttlesford the best place to live, work and play) remained unchanged as did the four priorities:
 - Putting residents first
 - Active place-maker for our towns and villages
 - Progressive custodian of our rural environment
 - Championing our District
9. There was one minor change to the body of the corporate plan which replaced the focus on the youth council with a wider focus on providing opportunities for young people.
10. Cabinet have prepared the draft Corporate Plan Delivery Plan (CPDP), attached at appendices A-D, to detail how the ambitions set out in the corporate plan will be advanced during the financial year 2021/22.
11. Cabinet have been mindful of feedback from the Scrutiny Committee previously regarding the specific targets or outputs or deadlines and so where these are known they are referenced. There are some projects which are not yet sufficiently advanced to be able to specify such criteria and the reasons for that are explained in the text of the delivery plan.

12. Members are asked to note that although there is greater confidence in the organisation's ability to deliver what is set out in the plan, it must still be subject to the general caveat that resources may need to be diverted during the year to respond to pandemic related activities e.g. supporting a booster vaccination campaign in the autumn.
13. In addition to the general caveat above, it should be recognised that there is an ongoing requirement to dedicate some resources to the pandemic response and which is therefore unavailable to be allocated to the routine work of the council or the Administration's priorities. This includes support for testing and vaccination programmes, contact tracing, support to residents needing additional help through the Community Hub and the administration of a range of grants to businesses affected by the Government's restrictions.
14. Also, members will be aware that in some parts of the organisation there has been a significant growth in demand for our routine services such as homelessness, benefits and business advice and enforcement.
15. Finally, in relation to the availability of resources to deliver the CPDP 21/22, members should have regard to the impact of the major transformation programme, Uttlesford Moving Forward (UMF) which relates to the organisation's future ways of working and which is not referred to in the CPDP; this will require significant senior management time to lead the change programme, the resources of parts of the organisation such as Asset Management, Human Resources, IT and Customer Services and the 'space' for all staff to engage and contribute.
16. It is hoped that in the context explained in paragraphs 13-15 above, members will consider the level of ambition to be significant and the targets realistic and achievable.

Risk Analysis

17.

Risk	Likelihood	Impact	Mitigating actions
The Delivery Plan cannot be delivered	2	4	The plan reflects the current and reasonably anticipated position of the organisation. It will be monitored regularly by Cabinet
The Delivery Plan actions do not further the Council's priorities as	1	4	Actions have been selected that are considered most appropriate to support the Council's priorities; evaluation

intended			will be ongoing to reflect on whether the outputs achieve the outcomes expected
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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.

Corporate Plan Delivery Plan 2021/22 Scrutiny Committee 4 March 2021

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

Putting Residents First				
We Will:	Activities	Outputs/Milestones	Resources	Lead CM/ Officer
<i>1. Be a council that listens to and acts for residents</i>				
<i>a. Increase the voice and influence of residents in planning and other Council matters</i>	Review the Scrutiny Committee's findings (when received) regarding major planning applications and planning obligations, pending completion of EELGA review	Planning Advisory Service (PAS) final report to Scrutiny by 30 June 2021 Planning Obligations final report to Scrutiny by 30 June 2021	Within existing resources	Portfolio Holder for Planning and Local Plan/Assistant Director of Planning
<i>b. Administer public consultations that are effective, accessible, timely and high quality</i>			BAU: Continuous improvement, within existing resources	Portfolio Holder for Council and Public Services/Assistant Director of Corporate Services
<i>c. Provide opportunities for young people</i>	Provide positive opportunities for young people to engage with their local community and do things that keep them safe, and support improved mental wellbeing.	As a result of the recent change to the Corporate Plan to expand the scope, the details of what is to be provided, when, etc. have not yet been scoped. The plan will evolve as the	Within existing resources	Portfolio Holder for Communities, Youth, Public Safety and the Police and Fire Service Liaison / Assistant Director of Housing, Health and Communities

Putting Residents First				
We Will:	Activities	Outputs/Milestones	Resources	Lead CM/ Officer
	Work with Town and Parish Councils, voluntary sector partners, county youth service and schools etc. to encourage youth participation in the community.	Covid19 related restrictions ease over time		
<i>d. Improve the council's use of the web and social media to increase communication with residents</i>	To provide enhanced customer contact opportunities including self-service facilities at remote site and extended opening hours through the introduction of 'live chat'	Public launch of live chat facility by 31 August 2021 as part of Uttlesford Moving Forward As part of Uttlesford Moving Forward, a review of self-service facilities for customers will be undertaken. The detailed project plan is not yet complete to expand on precise timing of the review.	Within existing resources	Portfolio Holder for Council and Public Services/Assistant Director of Corporate Services
<i>e. Actively and positively engage with and listen to our town and parish councils</i>			BAU: The Local Councils' Liaison Forum is now well embedded as is the Planning Forum with Town and Parish Councils. Within existing resources	Portfolio Holder for Communities, Youth, Public Safety and the Police and Fire Service Liaison /Chief Executive

Putting Residents First				
We Will:	Activities	Outputs/Milestones	Resources	Lead CM/ Officer
<i>f. Support town and parish councils to better represent their communities</i>			BAU: EALC regularly attend the Local Councils' Liaison Forum and provide presentations on best practice. Within existing resources	Portfolio Holder for Communities, Youth, Public Safety and the Police and Fire Service Liaison /Chief Executive
2. Deliver local government with outstanding levels of transparency and accountability				
<i>a. Implement a corporate change programme to increase accountability, transparency and democracy at the Council</i>	Complete work of Governance Working Group to review current and possible future governance structure	<i>This action falls to the working group of council; any actions arising for Cabinet will be detailed at the appropriate time. GRWG are aiming to present a report of their findings to Council by 31 July 2021</i>	Within existing resources	Leader/Chief Executive
	Planning Committee working group to review arrangements for start time and/or geographical location of applications (north committee/south committee)	Review completed. Recommendations to be considered and adopted when possible post COVID	Within existing resources	Portfolio Holder for Planning and Local Plan/Assistant Director of Planning
	Implement delivery of Equalities Policy	Local Government Equality Framework level 1 to be achieved by 31 March 22	Within existing resources	Portfolio Holder for Environment and Green Issues; Equalities / Assistant Director of Housing, Health and Communities

Putting Residents First				
We Will:	Activities	Outputs/Milestones	Resources	Lead CM/ Officer
<i>b. Seek external review of and recognition for positive change achieved by the Council</i>	Planning Advisory Service reviewing the process of major planning applications	Action plans to be developed once the outcomes of the review have been presented to Scrutiny Committee by 30 June 2021	Within existing resources and pending completion of EELGA review	Portfolio Holder for Planning and Local Plan/Assistant Director of Planning
<i>c. Deliver a comprehensive continuing member development programme</i>			BAU: opportunities for further development continue to be identified within existing resources	Leader/Chief Executive
3. Be responsible with your money and mitigate the impact of government cuts				
<i>a. Be a self-sufficient Council that generates its own resources from local taxation (Business Rates and Council Tax) and commercial investments thereby removing the reliance on Central Government grants</i>	To actively source commercial investments to support the council revenue streams Strengthen the governance of the Council's investment management to ensure it meets the objectives of the commercial strategy	Complete the commercial investment portfolio of £300m, by end 2021/22. Quarterly reports to the Investment Board Development of a business plan for the portfolio as a whole and each asset individually by 31 December 2021 Development of an Investment Protocol, to include ethical criteria for future acquisitions by 30 June 2021	Within existing resources	Portfolio holder for the Economy and Investment/ Director of Finance and Corporate Services/Assistant Director of IT, Facilities and Assets

Putting Residents First				
We Will:	Activities	Outputs/Milestones	Resources	Lead CM/ Officer
<i>b. Deliver cost-effective and efficient services that live within the Council's means</i>			BAU: The budgets are regularly monitored and managed in light of the reduced revenue and additional costs. Within existing resources	Portfolio Holder for Finance and Budget/Assistant Director of Resources
<i>c. Constantly seek to improve the quality of contracted out services</i>			BAU: Contract monitoring is used to assure service quality, within existing resources	Portfolio Holder for Council and Public Services/CMT
<i>d. Apply for all relevant grants</i>			BAU: grant applications are made regularly subject to the criteria, work required and likelihood of success, within existing resources	Portfolio Holder for Finance and Budget/Assistant Director of Resources
<i>e. Set a Medium Term Financial Strategy (MTFS) to fund council services by a prudent mix of investment, services and tax income, while maintaining adequate reserves</i>			BAU: a MTFS that reflects the ambitions of the Council and the resources available to it is produced at least annually. Within existing resources	Portfolio Holder for Finance and Budget/Assistant Director of Resources
<i>f. Follow best-practices for investment risk management and board composition</i>			BAU: Regular review of the Commercial Strategy enables latest best practice to be reflected in the working of the council , within existing resources	Portfolio holder for the Economy and Investment /Director of Finance and Corporate Services/Assistant Director of ICT and Facilities

Corporate Plan Delivery Plan 2021/22 Scrutiny Committee 4 March 2021

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

Active place maker for our Towns and Villages				
We Will:	Activities	Outputs/Milestones	Resources	Lead CM/ Officer
1. Masterplan our new communities for and with residents				
<p><i>a. Use Locally Led Development Corporations to deliver sustainable new settlements</i></p> <p><i>b. Provide the greatest level of influence and protection for communities adjacent to new settlements</i></p>	Continue work on a new Local Plan.	Achieve milestones for 21/22 in new Local Development Scheme (LDS)	Within resources currently allocated. Further resources to be considered and possibly allocated – subsequent to review by and advice from EELGA	Portfolio Holder for Planning and the Local Plan/Assistant Director of Planning
2. Support our towns and villages to plan their neighbourhoods				
<i>a. Deliver an outstanding planning and place-making capability with the right capacity to create quality outcomes with and for all our communities</i>	External reviews of pre-application processes, potential of planning obligations and engagement of town and parish councils and wider organisational review of the planning function	Final report conclusions by 30 April 2021 Improvement plan to be approved by 31 July 2021	£240k ongoing allocated. Further ongoing resources may be requested – subsequent to review by and advice from EELGA but this will need to be considered in light of the overall MTFS.	Portfolio Holder for Planning and the Local Plan/Assistant Director of Planning
<i>b. Facilitate Neighbourhood Planning across the district through strong engagement</i>	Officers to work pro-actively with Parishes to encourage more Neighbourhood Plans to be instigated and	Support for 8 neighbourhood plans already underway.	Within existing resources Neighbourhood planning groups are encouraged to	Portfolio Holder for Planning and the Local Plan/Assistant Director of Planning

Active place maker for our Towns and Villages				
We Will:	Activities	Outputs/Milestones	Resources	Lead CM/ Officer
<i>with and support of all town and parish councils</i>	subsequently “made” to help communities shape their own areas.	Facilitate workshop(s) for areas not yet commenced. Other NHP groups to promote benefits	use resources of RCCE, <i>LOCALITY</i>	
<i>c. Implement policies which create better homes and neighbourhoods that meet or exceed national standards</i>	Policies to be developed through the Local Plan process	Timescales incorporated in the Local Development Scheme	Within existing resources	Portfolio Holder for Planning and the Local Plan/Assistant Director of Planning
<i>d. Work with partners and stakeholders to deliver new sports, play and community facilities</i>	Policies to be developed through the Local Plan process Develop the programme for enabling the provision of large scale new and enhanced sports facilities across the district	Timescales incorporated in the Local Development Scheme Conclude the 21/22 application process by 30 June 21 Review and evaluate applications by 30 Sept 21 Award decision by 31 Oct 21 Continuous monitoring of awarded grants	Within existing Resources £150,000 in 2021/22	Portfolio Holder for Planning and the Local Plan/Assistant Director of Planning Portfolio Holder for Sports, Leisure, Education and the Arts / Assistant Director of of Housing, Health and Communities
3. Secure greater benefits for our community from new development				
<i>a. Implement the Community Infrastructure Levy along with s106 to deliver strategic community projects and greater local benefit from development</i>	No work is scheduled on this priority for 21/22			Portfolio Holder for Planning and the Local Plan/Assistant Director of Planning

Active place maker for our Towns and Villages				
We Will:	Activities	Outputs/Milestones	Resources	Lead CM/ Officer
<i>b. Increase the transparency of the Section-106 Agreement process and councillor engagement</i>	<p>Review the Scrutiny Committee's findings regarding major planning applications and planning obligations</p> <p>Engage with ward members and Parishes in relevant pre-application discussions to ensure that the local community's aspirations are considered from the outset in all larger planning applications (though may not always be deliverable).</p>	<p>Planning Obligations report to be presented to Scrutiny by 30 June 2021.</p> <p>Conclude the work with SWTC on a draft framework for local council liaison in planning matters; extend the engagement to all local councils based on the framework by 31 March 22.</p>	Within existing resources	Portfolio Holder for Planning and the Local Plan/Assistant Director of Planning
<i>c. Ensure that strong Planning Enforcement holds developers to account</i>			BAU: Work will continue in accordance with enforcement policy and pending completion of EELGA review (as above)	Portfolio Holder for Planning and the Local Plan/Assistant Director of Planning
<i>d. Require developers to be considerate of the communities in which they build</i>			BAU: Standard conditions are applied and monitored within existing resources; further recommendations may arise from the EELGA review	Portfolio Holder for Planning and the Local Plan/Assistant Director of Planning

Active place maker for our Towns and Villages				
We Will:	Activities	Outputs/Milestones	Resources	Lead CM/ Officer
4. Work with the airport on issues of concern to communities				
<i>a. Seek a reduction in night flights</i>			BAU: respond to proposed changes within existing resources	Portfolio holder for Transport, Infrastructure and Stansted Airport/ Assistant Director Planning
<i>b. Implement programmes to reduce airport related village fly-parking</i>	Receive the recommendations from the Scrutiny Committee Task and Finish Group into fly parking	Final report of the T&F Group has been delayed. Cabinet will respond when the work is complete and further reviewed in light of the impact on travel of the Covid19 pandemic and continuing emphasis on sustainable transport in light of the climate crisis.	Within existing resources	Portfolio holder for Transport, Infrastructure and Stansted Airport/ Assistant Director Planning
<i>c. Work to secure investment in sustainable transport to and from airport, including for local workers</i>			BAU: Participation in Stansted Area Transport forum work will continue within existing resources.	Portfolio holder for Transport, Infrastructure and Stansted Airport/ Assistant Director Planning

Active place maker for our Towns and Villages				
We Will:	Activities	Outputs/Milestones	Resources	Lead CM/ Officer
5. Nurture employment and retail areas to create jobs and retain businesses				
	<p>An Economic Development Recovery Plan 2020-2023 was approved by Council in Dec 2020. The elements of the main themes of the plan will be delivered according to this plan in 2021/22. The main themes are:</p> <ol style="list-style-type: none"> 1. Business Engagement and Support 2. Information, Advice and Guidance 3. Skills and Training 4. Creating Jobs / Inward Investment 		<p>Within existing resources, including £355,000 allocated to the Business Recovery Fund for 2021/22</p> <p>Project management to be jointly procured through the North Essex Economic Board</p> <p>Inward investment work jointly commissioned through the Innovation Corridor Core group</p>	<p>Portfolio holder for the Economy and Investment, Portfolio Holder for Infrastructure, Transport and Stansted Airport / Assistant Director Planning</p>
<i>a. Protect and grow our town centres as economic hubs</i>	See above			
<i>b. Increase tourist spend</i>	See above			
<i>c. Support the creation of amenities that stimulate and facilitates local businesses, such as enterprise zones, business parks, office blocks, industrial areas, and start-up hubs</i>	See above			
<i>d. Support the expansion and promotion of key relevant employment sectors for the district</i>	See above			

Active place maker for our Towns and Villages				
We Will:	Activities	Outputs/Milestones	Resources	Lead CM/ Officer
<i>e. Work with partners to promote the economic opportunities of the London - Cambridge Innovation Corridor, Stansted Airport and our main transport corridors</i>	See above			
<i>f. Work with the airport to increase local airport-based employment opportunities</i>	See above			
6. Enforce good business standards in our district				
a. Make sure that businesses and trades in our district meet the national standards and licensing required of them			BAU: Regulatory standards are applied, and enforced where necessary, in accordance with the enforcement policy, within existing resources	Portfolio Holder for Council and Public Services/Assistant Director of Housing, Health and Communities
7. Deliver more affordable homes and protect those in need in our district				
<i>a. Increase the number of affordable homes delivered and different tenure options including social renting</i>	<p>Develop a new Housing Strategy and supporting policies that details how the Council will develop, acquire and enable the supply of affordable housing</p> <p>Develop a new Housing Revenue Account (HRA) Business Plan that confirms the capacity of borrowing</p>	<p>New Housing Strategy adopted by 31 December 2021 (due to limitations on consultation events)</p> <p>New HRA Business Plan adopted by 30 Sept 2021</p>	Within existing resources	Portfolio Holder for Housing and Health/Assistant Director of Housing, Health and Communities

Active place maker for our Towns and Villages				
<i>We Will:</i>	Activities	Outputs/Milestones	Resources	Lead CM/ Officer
	<p>through the HRA for the delivery of new council housing (including use of commuted sums, Right to Buy (RTB) receipts, loans and innovative funding models)</p> <p>Regularly engage with local registered providers on their affordable housing delivery and identify barriers to further development, Ensure appropriate schemes deliver the required 40% affordable homes</p> <p>Incentivise community-led housing programmes to increase the number of Community Land Trusts (CLTs) across the District, particularly within rural communities</p> <p>Explore Homes England (HE) grant opportunities as they become available</p>	<p>Delivery of 43 new homes in 21/22</p> <p>Progress 63 new homes to planning permission stage in 21/22</p> <p>Continue to identify opportunities for further provision</p> <p>This forms part of the BAU of the Housing and Planning Services</p> <p>Actions to be included in the Housing Strategy (31 Dec 21)</p> <p>HE Grants applied for as applicable to qualifying schemes</p>		

Active place maker for our Towns and Villages				
We Will:	Activities	Outputs/Milestones	Resources	Lead CM/ Officer
<i>b. Refurbish our existing council homes to sustainable standards when required</i>	Continue with estate renewal and regeneration programmes whilst reducing the carbon footprint of those homes Improve home energy efficiency across the Council's housing stock	Awaiting details of future grant provision from BEIS for 21/22		Portfolio Holder for Housing and Health/ Assistant Director of Housing, Health and Communities
<i>c. Reduce the number of empty homes</i>	Develop an Empty Homes Strategy	New Empty Homes Strategy adopted by 31 March 2022	Within existing resources	Portfolio Holder for Housing and Health/Assistant Director of Housing, Health and Communities
<i>d. Ensure that landlords maintain high quality private sector housing conditions</i>	Review assistance available for landlords, including empty property owners	Revision of Housing Renewals Assistance Policy by 31 March 2022	Within existing resources	Portfolio Holder for Housing and Health/Assistant Director of Housing, Health and Communities
<i>e. Ensure that services to protect vulnerable women and men who live in our district are accessible and appropriate</i>			BAU – support is delivered and monitored under existing framework, within existing resources	Portfolio Holder for Housing and Health/ Assistant Director of Housing, Health and Communities
8. Promote healthy lifestyles in diverse and inclusive communities				
a. Work with partners, including the voluntary sector, to improve the general quality of life for residents, including for residents that experience	Deliver recommendations of the Uttlesford Health and Wellbeing Strategy	Identified recommendations of the Uttlesford Health and Wellbeing Strategy implemented	Within existing resources plus Public Health Grant funding	Portfolio Holder for Housing and Health/Portfolio Holder for Communities / Assistant Director of Housing, Health and Communities

Active place maker for our Towns and Villages

We Will:	Activities	Outputs/Milestones	Resources	Lead CM/ Officer
social isolation, poor mental health, obesity, addiction and dementia			<p>BAU: support is provided to the voluntary sector through the extensive grants programme, within existing resources</p> <p>BAU: Various parish council-organised civic pride events are supported within the existing resources</p>	
<i>b. Continue to be an active partner of the Health and Wellbeing Partnership, to promote healthy lifestyles</i>			BAU: The Council will continue to be an active partner of the Health and Wellbeing Partnership	Portfolio Holder for Housing and Health / Assistant Director of Housing, Health and Communities

Corporate Plan Delivery Plan 2021/22 Scrutiny Committee 4 March 2021

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

Progressive Custodian of our Rural Environment				
We Will:	Activities	Outputs/Milestones	Resources	Lead Member
1. Take action on Climate Change				
<i>a. Adopt policies to meet new environmental national guidelines/standards as they emerge</i>	Develop a Climate Crisis Action Plan, prioritised by impact, cost, and deliverability.	Action Plan to be developed by 30 Sept 2021	Officer time in 2021/22. Funding allocated for the plan actions of £333K for 21/22	Portfolio Holder for Environment and Green Issues /Assistant Director of Planning
<i>b. Drive policies to deliver low carbon buildings</i>	Implement policies that reduce the carbon footprint of new development	Detailed proposals to come from the Climate Crisis Action Plan (30 Sept 2021)	Within existing officer resources	Portfolio Holder for Environment and Green Issues /Assistant Director of Planning
<i>c. Improve average energy efficiency of Council housing stock</i>	To be included in the Review of HRA business plan	Measurable improvement in energy efficiency of housing stock. Details to be included in the HRA business plan to be developed by 30 Sept 21	Within existing officer resources and subject to BEIS grants	Portfolio Holder for Housing and Health / Assistant Director of Housing, Health and Communities
<i>d. Increase the number of trees in the district (and protect existing trees).</i>	Introduce a tree planting initiative in partnership with town and parish councils	Detailed proposals to be included in Climate Crisis Action Plan (30 Sept 2021)	Climate Change Budget	Portfolio Holder for Environment and Green Issues /Assistant Director of Planning
<i>e. Oppose a second runway at Stansted Airport</i>			BAU: Any policy proposals that might signal potential increase in runway capacity	Portfolio Holder for Infrastructure, Transport and Stansted

Progressive Custodian of our Rural Environment				
We Will:	Activities	Outputs/Milestones	Resources	Lead Member
			will be reported to members	Airport/Assistant Director of Planning
<i>f. Set a Net Zero Carbon goal for the Council and implement supporting policies</i>	<p>In making every policy decision, consider the opportunity to reduce the Council's carbon emissions, including:</p> <p>Review viability of replacing Council vehicles & equipment with electric alternatives at end of life.</p>	<p>Detailed proposals to come from the Climate Crisis Action Plan (30 Sept 2021)</p> <p>Review capital programme to consider vehicle replacement and acquisitions programme ahead of budget setting for 2022/23.</p> <p>All handheld petrol driven council equipment (such as strimmer's), will transition to electric; 50 separate items of equipment by 31 Dec 2021.</p> <p>Conduct a study to investigate the feasibility of Electric Shuttle Buses for Saffron Walden and Dunmow by 31 Dec 2021</p> <p>Explore the option of hydrotreated vegetable oil</p>	<p>Part of Climate Change Budget</p> <p>Within existing resources</p> <p>Existing equipment budget</p> <p>Climate Change budget</p> <p>£45,000 for the installation of suitable fuel tanks</p>	<p>Portfolio Holder for Environment and Green Issues/Portfolio Holder for Finance and Budget/Assistant Director of Environmental Services</p> <p>Portfolio Holder for Infrastructure, Transport and Stansted</p> <p>Portfolio Holder for Environment and Green Issues/Assistant Director</p>

Progressive Custodian of our Rural Environment				
We Will:	Activities	Outputs/Milestones	Resources	Lead Member
	Optimise the environmental opportunities at Little Canfield Business Park (LCBP)	<p>(HVO) as an alternative to diesel for the Council fleet. If feasible implement by 31 December 2021</p> <p>Install a new vehicle washdown facility that recycles 90% of the water used</p> <p>Install PV panels on the vehicle workshop</p>	<p>Within existing budget</p> <p>Within existing budget</p>	of ICT and Facilities/Assistant Director of Environmental Services
<i>g. Increase walking, cycling and sustainable transport</i>	<p>Improve connectivity for walking and cycling</p> <p>Introduce EV charging point provision</p>	<p>Leverage S106 contributions and liaison with ECC to secure the implementation of additional walking and cycling facilities.</p> <p>Four 22kw fast charging posts with twin ports at London Road Council Offices by 30 Sept 21. Twelve 7kw charging posts across three car park sites (Chequers Lane, White Street, Crafton Green) by 30 Sept 21 Four 7kw charging points at LCBP by 31 October 2021</p>	<p>Within existing budget.</p> <p>Resources identified as part of the Climate Change Budget (and £15k capital programme and external grant funding)</p>	<p>Portfolio Holder for Infrastructure, Transport and Stansted Airport/ Assistant Director of Planning</p> <p>Portfolio Holder for Infrastructure/Transport and Stansted Airport and Portfolio Holder for Environment and Green Issues/Assistant Director ICT and Facilities</p>

Progressive Custodian of our Rural Environment				
We Will:	Activities	Outputs/Milestones	Resources	Lead Member
<i>h. Recognise the district's 'greenest' businesses and developers</i>	No proactive work is scheduled on this item in 2021/22			Portfolio Holder for Environment and Green Issues/ Assistant Director of Planning
2. Conserve our natural resources				
<i>a. Implement and enforce policies that protect water and reduce energy consumption</i>	<p>Include in Climate Change Action Plan</p> <p>Engage in Water Resources East's work on developing projects with the water industry to address over abstraction of the chalk aquifer and protect the district's chalk streams</p>	<p>Detailed proposals to come from the Climate Crisis Action Plan (30 Sept 21)</p> <p>The details of precisely what action might be required by UDC is not yet clear; engaging with WRE is the preliminary stage</p>	Resources identified as part of the Climate Change Budget	Portfolio Holder for Environment and Green Issues/ Assistant Director of Planning
<i>b. Drive programmes that increase biodiversity</i>	Include in Climate Change Action Plan	Detailed proposals to come from the Climate Change Action Plan Sept 21	Resources identified as part of the Climate Change Budget	Portfolio Holder for Environment and Green Issues/ Assistant Director of Planning
<i>c. Support local energy production initiatives</i>	Develop local energy production initiatives	Detailed proposals to come from the Climate Crisis Action Plan Sept 21	Resources identified as part of the Climate Change Budget	Portfolio Holder for Environment and Green Issues/Director of Corporate Services

Progressive Custodian of our Rural Environment				
We Will:	Activities	Outputs/Milestones	Resources	Lead Member
<i>d. Implement programmes to reduce single-use plastics</i>	Develop the Chair's Charter to promote reduction in single use plastics and carbon footprint	The details are still being worked up but will initially focus on residents and communities. <i>The intended roll out to schools and then businesses will need to be timed to ensure that they are able to engage fully in this promotion having regard to the pandemic related issues they will be managing for most of this year In addition it should be recognised that some businesses will have the added burden of new trading arrangements with the EU.</i>		Portfolio Holder for Environment and Green Issues/Assistant Director Environment
e. Work to reduce per-capita landfill in the district			BAU: campaigns will be run, within existing resources, including Love food Hate waste campaign and Keep Britain Tidy National Litter Pick (11 th -27 th September 2021)	Portfolio Holder for Environment and Green Issues/Assistant Director of Environment

Progressive Custodian of our Rural Environment				
We Will:	Activities	Outputs/Milestones	Resources	Lead Member
3. Protect and enhance our rural character and heritage				
<i>a. Meet or exceed national standards for open and green spaces</i>	Policies to be developed through the Local Plan process	Timescales incorporated in the Local Development Scheme	Within existing resources	Portfolio Holder for Planning and the Local Plan/Assistant Director of Planning
<i>b. Encourage positive planning that values and protects our heritage</i>			BAU: heritage considerations will continue, within existing resources pending completion of EELGA review	Portfolio Holder for Planning and the Local Plan/Assistant Director of Planning
<i>c. Work with others to increase access to the heritage and history of our district</i>	Walden Castle project Saffron Walden Museum improvements	Castle to reopen to the public early summer 2021 (Subject to Covid19 restrictions) Completion of National Lottery Heritage Fund Resilient Heritage Project by 30 April 21 Completion of Fund-raising Strategy and Forward Plan for selected development option by 31 October 21 Fund-raising and new approach to National Lottery Heritage Fund for significant Heritage Grant Stage 1 application by 31 March 22.	Within existing resources	Portfolio Holder for Sports, Leisure, Education and the Arts/Assistant Director of Corporate Services/Assistant Director of IT, Facilities and Assets

Progressive Custodian of our Rural Environment				
We Will:	Activities	Outputs/Milestones	Resources	Lead Member
		Note: New grant scheme about to be rolled out so details of specific requirements uncertain at this stage.		
<i>d. Work with our rural partners and developers to maintain habitat and wildlife corridors</i>		Detailed proposals to come from the Climate Crisis Action Plan (Sept 21)	Resources identified as part of the Climate Change Budget	Portfolio Holder for Environment and Green Issues/ Assistant Director of Planning
<i>e. Target littering and fly-tipping</i>			BAU: Through the Cleaner Essex Group and KBT we continually promote initiatives to help combat or clean up littering which remains an issue within the district.	Portfolio Holder for Environment and Green Issues/ Assistant Director of Environment
4. Take strong action on dealing with pollution				
<i>a. Increase air quality monitoring across the district</i>			BAU: continuous automatic monitors continue and Air Quality Annual Status Report will be published in 30 June 21	Portfolio Holder for Environment and Green Issues/ Assistant Director of Housing, Health and Communities
<i>b. Deliver reductions in pollution at identified problem areas</i>	No proactive work is scheduled on this item in 2021/22			Portfolio Holder for Environment and Green Issues/ Assistant Director of Housing, Health and Communities

Corporate Plan Delivery Plan 2021/22 Scrutiny Committee 4 March 2021

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

Champion for our District				
We Will:	Activities	Outputs/Milestones	Resources	Lead Cabinet Member
1. Improve Uttlesford's connectivity				
<i>a. Hold ECC to account: Work to set the agenda for ECC highway maintenance and pothole fixing</i>			BAU: Promotion of links to services and responsibilities of ECC, as well as reporting mechanisms for potholes, footpaths, pavements and street light repairs, within existing resources	Portfolio Holder for Infrastructure, Transport and Stansted Airport/Assistant Director of Planning/Assistant Director for Corporate Services
<i>b. Work with ECC and communities to develop the highway improvement schemes we need</i>			BAU: We will continue to work with (and lobby) ECC colleagues and members in relation to specific projects as they arise as well as through the planning application process and Local Plan policy development. Within existing resources	Portfolio Holder for Infrastructure, Transport and Stansted Airport/Assistant Director of Planning
<i>c. Hold ECC to account to deliver what they promise</i>			BAU: Through regular contact with officers and members at ECC, ensure that delivery in Uttlesford is as expected; seek the support of Scrutiny Committee where significant under-performance	

Champion for our District				
We Will:	Activities	Outputs/Milestones	Resources	Lead Cabinet Member
<i>d. Promote and support sustainable transport initiatives, such as bus, rapid transport and rail upgrades</i>			BAU: Work can continue through lobbying ECC and allocation of existing S106 monies to projects. A combination of existing resources and members' efforts will be involved.	Portfolio Holder for Infrastructure, Transport and Stansted Airport/Assistant Director of Planning
<i>e. Lobby Highways England to improve the capacity and safety of the M11</i>			BAU: Within existing resources Dialogue with Strategic partners, Transport East and the UK Innovation Corridor through the Strategic Infrastructure Group will continue to seek improvements	Portfolio Holder for Infrastructure, Transport and Stansted Airport/Assistant Director of Planning
f. Work with ECC and hold them to account to deliver rural superfast broadband in our district	Monitor the progress of the delivery by Superfast Essex and the provider	Target is 4,627 premises where full fibre broadband service has been installed and is ready for service by 31 Dec 2021. Half yearly reports will identify progress	Monitor progress within existing resources	Portfolio Holder for Infrastructure, Transport and Stansted Airport/Assistant Director of Planning
2. Support our students, schools and libraries				
<i>a. Conduct a wholesale review of school transport to understand the gap in provision of what ECC provides</i>	No work is scheduled on this priority for 20/21			Portfolio Holder for Infrastructure, Transport and Stansted Airport

Champion for our District				
We Will:	Activities	Outputs/Milestones	Resources	Lead Cabinet Member
<i>b. Ensure that developer contributions are collected for ECC to provide our local school and Early Years places</i>			BAU: There is a process for identifying and collecting s106 contributions, within existing resources	Portfolio Holder for Planning and the Local Plan/Assistant Director of Planning
<i>c. Create and support new services inside our libraries to increase their viability</i>	No work is scheduled on this priority on 21/22.			Portfolio Holder for Sport, Leisure, Education and the Arts/ Assistant Director of Housing, Health and Communities
3. Work with partners to keep the district safe				
<i>a. Work with the Police, Fire and Crime Commissioner and Chief Constable to reduce crime on our area</i>			BAU: Work is undertaken with partners to produce the annual Strategic Assessment and deliver identified priorities; targets and milestones are contained in the specific action plans and reported in an annual report. Within existing resources	Portfolio Holder for Communities Youth, Public Safety and the Police and Fire Service Liaison/Assistant Director for Housing and Environmental Health
<i>b. Continue to be an active partner of the Community Safety Partnership</i>			BAU: Work is undertaken with partner agencies within the Community Safety Partnership to reduce and prevent crime and anti-social behaviour; this includes partnership working with local councils and the PCSOs to address the fear of crime. Targets are identified in the work plans Within existing resources	Portfolio Holder for Communities Youth, Public Safety and the Police and Fire Service Liaison / Assistant Director of Housing, Health and Communities

Champion for our District				
We Will:	Activities	Outputs/Milestones	Resources	Lead Cabinet Member
4. Work to create a better local Health Service for residents				
<i>a. Work with NHS on in-district local healthcare provision</i>			BAU: Work towards the Integrated Care Partnership will continue, within existing resources	Portfolio Holder for Housing and Health / Assistant Director of Housing, Health and Communities
<i>b. Work to secure Addenbrookes, The Princess Alexandra Harlow, and Mid-Essex hospitals as our recognised local hospital providers</i>			BAU: Work towards the Integrated Care Partnership will continue, within existing resources	Portfolio Holder for Housing, Youth and Health / Assistant Director of Housing, Health and Communities
<i>c. Deliver programmes to support our ageing population</i>	Review of community services to meet the needs of residents, including older people	As a result of the recent discussions on establishing a Cabinet task and finish group to support the Cabinet Member to undertake the review, the details have not yet been scoped.	Within existing resources	Portfolio Holder for Council and Public Services/ Assistant Director of Housing, Health and Communities

Agenda Item 8

Committee: Scrutiny

Date:

Title: Work Planning

4 March 2021

Report Author: Richard Auty
Assistant Director – Corporate Services

Summary

1. This report sets out a suggested approach to developing the Scrutiny work programme for 2021/22, If successful, it can be used for subsequent years.
2. The approach is based on a recommended model from the Centre for Governance and Scrutiny (CFGs).

Recommendations

3. The committee agrees the approach set out in this report.

Financial Implications

4. None – there are no direct financial implications associated with this report.

Background Papers

5. 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

- 6.

Communication/Consultation	Scrutiny Committee members can consult with colleagues over possible topics
Community Safety	None
Equalities	None
Health and Safety	None
Human Rights/Legal Implications	None
Sustainability	None
Ward-specific impacts	None

Workforce/Workplace	None
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Situation

7. The Scrutiny Committee has not had a formal work programme in place for 2020/21 due mainly to the impact of the Covid-19 pandemic on resources as the council has had to deal with the emergency response and maintain normal council business as far as possible. The committee has managed its business well during this very difficult time, although several work streams have been slow to progress.
8. For 2021/22 committee members may consider it beneficial to have a more structured work programme in place with clearly defined topics, timescales and methods. Such a work programme can ensure sufficient time is spent on matters that the committee considers most important and prevents meetings from becoming overwhelmed with business. It would also ensure any scrutiny reviews were conducted at a reasonable pace to ensure final reports and recommendations are delivered in a timely manner.
9. The CfGS provides advice on the subject of work programme and the methodology outlined in this report is based on work the CfGS has done in other councils, adapted for Uttlesford District Council's structures and working practices.
10. In formulating a work programme, the Scrutiny Committee should consider the following:

Creating space for the most important things

- You can have more impact by doing less, but doing it really well
- Ask yourself, what 'value' can scrutiny add to this
- Ensure that the committee is not 'bogged down' with routine information reporting but focuses on what's really important for the future
- Set agendas that are laser-focused on a limited (perhaps two) key items per meeting

The inputs to your work programme

- Deliverables from the council plan (Corporate Plan and its Delivery Plan)
- Big projects and initiatives
- Cabinet Forward Plan
- Important issues that affect all or large parts of the community

What to leave out

- Reports presented routinely for information
- Update reports where scrutiny input is not required/necessary

Other ways to ensure oversight or scrutiny

- Task & finish groups to look at issues in more depth and detail to assist in shaping future policy etc. However, CfGS says these should be “used really sparingly”
- Using Members more to organise and investigate
- Individual committee members taking the lead on questioning for individual topics

11. **It is your work programme** and it is up to members what to include and what to leave out. However it is important to focus on the issues of importance as outlined above.

12. There are several inputs to a work programme and ideally it would include a mix of these inputs.

13. This is a matrix for generating potential scrutiny topics:

<p>CORPORATE PLANS (list 1)</p> <p><u>Sources:</u></p> <p>Corporate Plan</p> <p>Delivery Plan</p> <p>Officer recommendations</p>	<p>MEMBER IDEAS (list 2)</p> <p><u>Sources:</u></p> <p>Committee Member interests</p> <p>Discussions with the wider Council membership</p>
<p>COMMUNITY CONCERNS (list 2)</p> <p><u>Sources:</u></p> <p>Partner organisations</p> <p>Community groups</p> <p>Parish/Town councils</p> <p>NOTE: Ensure the criteria for community input is clear to avoid issues which may not be suitable for scrutiny</p>	<p>CABINET INPUT (list 1)</p> <p><u>Sources:</u></p> <p>Cabinet forward plan</p> <p>Discussions with the Leader and Portfolio Holders</p>

14. For the purposes of developing a long list, these inputs can be divided into two categories:

- Topics devised from work set out by the Executive and contained in formal strategies and plans (list 1 topics)
- Topics devised from discussions with community groups/members/officers (list 2 topics)

15. Excluding Local Plan specific meetings, the Scrutiny Committee is timetabled to meet six times each year. The February meeting is reserved for budget matters. If the committee aims to have focused but in-depth discussion at meetings, it would be appropriate to limit each meeting to two main topics.

16. It is also important to leave some degree of flexibility in the programme for matters that may arise during the course of the year, although it must be remembered that Scrutiny should not, and does not have the capacity to, take on every request it receives.

17. Therefore assuming each topic will require two sessions at committee meetings it would be sensible to begin the year with a work programme comprising no more than five main topics.

18. Although not explicitly mentioned in the matrix, members should also consider how data can be used to generate or inform potential topics. An example is the Local Authority Health Profile data published by Public Health England. Members could consider any areas where Uttlesford is an outlier and what the council can do to make a positive difference.

<https://fingertips.phe.org.uk/static-reports/health-profiles/2019/E07000077.html?area-name=Uttlesford>

19. The following is a suggested approach to prioritising potential topics. It is based on a CfGS methodology.

Develop your priorities

20. Using the inputs set out previously in this report, write a long list of potential Scrutiny topics. Your list should contain between five and 10 topics, ideally sourced from a variety of inputs.

21. Committee Members may wish to consider giving responsibility to one member, such as the Chair, to speak to the Leader and cabinet about potential topics.

22. The Committee may wish to allocate one member to liaise with the Corporate Management Team.

23. It is up to the Committee to decide if they wish to meet informally to discuss any matters during this process, but ultimately each member should submit their own long list.
24. To give committee members some assistance in devising their long list, the Chair and Lead Officer offer a few suggestions. The list below includes work that is currently paused. Members will need to include sufficient time for these topics in the work plan should they wish to continue them:
- The deliverability of the Climate Change action plan
 - Services provided to residents by other agencies (for example Essex County Council, the Police and Fire Commissioner, West Essex CCG)
 - Post-Covid economic recovery – how the council can support businesses during a time of transformation in response to ongoing risks
 - Airport Fly-Parking
 - Major planning applications

Prioritising

25. Once each committee member has completed their long list, they submit it. The ideas will be collated and a final long list will be sent back out, along with a scoring sheet. Selecting what to scrutinise and what you can afford to leave out or deal with in a different way will mean giving more priority to some things and less to others.

Scoring - setting a rationale for prioritising

26. Each member will, individually, score these priorities. A scoring system is below. It is important to stay objective when awarding scores. Members would score each suggested topic on the four criteria below, with a score from 1 to 5 for each criterion.

Scoring criteria

High general public concern

27. Is this topic something that affects or is of concern to a large part of the local population? Could it impact on them or affect them? Is it high profile and is there local interest?

Critical to council priorities and plans

28. Is this something the council is committed to deliver and is an important part of the council plan? Is it important that there is open and transparent accountability for it?

High financial value

29. Is there a significant amount of money involved or could there be? Are there implications for future budgets?

Risks in successful delivery

30. Is this a complex issue or project which may be subject to a risk of underachieving its objective or exposing the council to extra cost and or negative reputational impact?

31. If members agree this approach, a scoring sheet would be sent out for each member to complete individually and submit. From that, scores would be collated and a top 5 scrutiny topics devised from it.

32. Timescales are to be agreed but it is suggested that committee members are given about four weeks to complete both parts of this task. This should give sufficient time for the results to be reported to the April 2021 Scrutiny Committee meeting, the date for which is yet to be agreed. If that meeting takes place in late April, it would be possible to slightly extend the time available.

Risk Analysis

33.

Risk	Likelihood	Impact	Mitigating actions
The committee does not agree this approach, or an amended version of it, leading to the lack of a work plan for 21/22	1 – the committee has previously acknowledged the need for a work plan	2 – Scrutiny would be much less likely to add value	The approach outlined in the report is based on tested CfGS methodology and gives all committee members the opportunity to input into the creation of the work plan

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.