



Public Document Pack

Uttlesford District Council

Chief Executive: Dawn French

Scrutiny Committee Call-in Meeting

Date: Tuesday, 16th June, 2020

Time: 7.00 pm

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

Chair: Councillor N Gregory

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

Substitutes: Councillors S Barker, M Caton, C Day, M Foley, M Lemon, R Pavitt and A Storah

Public Participation

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.

At the start of the meeting there will also be an opportunity of up to 15 minutes for members of the public to make statements via the virtual meeting platform Zoom subject to having registered their intention to speak by 12 noon two working days before the meeting takes place. Please contact Democratic Services to register to speak on 01799 510369/548 or committee@uttlesford.gov.uk.

Technical guidance will be provided on the practicalities of speaking to a virtual meeting at the point of confirming your registration. Further information relating to public participation can be found on page 3 of this document.

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

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The Corporate Plan Delivery Plan which was approved by Cabinet on Wednesday, 27 May has been called in by the Scrutiny Committee.

Councillors Criscione, Dean and Sell have called in the item for the following reason:

"The reason for calling in this decision is because the Corporate Delivery Plan is insufficient insofar that it is, inter alia, not measurable, lacking in both quantified and timed outcomes. It therefore requires further development to meet these good governance standards. The plan should also demonstrate aspirational outcomes achievable in normal times and should not solely be downplayed by current uncertainties caused by the Covid-19 pandemic. The Scrutiny committee needs the opportunity to scrutinise the Corporate Plan Delivery Plan, having been given qualified assurances from the executive that this would be the detailed follow on from the Corporate Plan."

The Committee are asked to consider the decision to approve the Corporate Plan Delivery Plan 2020/21.

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 on site 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.

If you wish to make a statement via Zoom video link, you will need to register with Democratic Services by midday two working days before the meeting. There is a 15 minute public speaking limit and 3 minute speaking slots will be given on a first come, first served basis. Those wishing to make a statement via video link will require an internet connection and a device with a microphone and video camera enabled. Those wishing to make a statement to the meeting who do not have internet access can do so via telephone. Technical guidance on the practicalities of participating via Zoom will be given at the point of confirming your registration slot, but if you have any questions regarding the best way to participate in this meeting please call Democratic Services on 01799 510548/410 who will advise on the options available.

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.

Agenda and Minutes are available in alternative formats and/or languages. For more information please call 01799 510510.

Facilities for people with disabilities

If you are deaf or have impaired hearing and would like a signer available at a meeting, please contact committee@uttlesford.gov.uk or phone 01799 510430/369 as soon as possible prior to the meeting.

For information about this meeting please contact Democratic Services

Telephone: 01799 510369 or 510548

Email: Committee@uttlesford.gov.uk

General Enquiries

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Agenda Item 2

Committee: Cabinet

Date:

Title: Corporate Plan Delivery Plan for 2020/21

Wednesday, 27
May 2020

Portfolio Holder: Cllr John Lodge, Leader, Lead for Strategy, the Economy and Investment

Report Author: Dawn French, Chief Executive
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Tel: 01799 510400

Key decision:
N

Summary

1. The Corporate Plan was agreed by Council at its meeting on 25 February 2020. This report sets out the detailed delivery plan for 2020/21.

Recommendations

2. To approve the Corporate Plan Delivery Plan, attached at Enclosure 2.

Financial Implications

3. Provision was made for the anticipated financial implications arising from the delivery plan when the budget was set for 2020/21, as approved by Full Council on 25 February 2020.
4. However, the impact of the public health pandemic on the council's budget has resulted in an instruction from the s151 Officer that expenditure must be limited to essential spend only until further notice.
5. The original allocation is shown in the delivery plan but the actions adjusted to reflect that the funding is frozen for the time being.

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
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	necessary.
Community Safety	Community safety projects are identified within the delivery plan.
Equalities	Equality impact assessments will be 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 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	Any sustainability implications arising from individual projects within the delivery plan will be assessed and addressed.
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 will enable staff to be more confident in delivery of services and to be clear about the performance expectations of them. Any workforce implications arising from individual projects within the delivery plan will be assessed and addressed.

Situation

8. The Corporate Plan 2020 – 2024 was adopted by Full Council at its meeting on 25 February and is attached at Enclosure 1. This included a new vision for the council: *Making Uttlesford the best place to live, work and play*. There are four priorities:
 - Putting residents first
 - Active place-maker for our towns and villages
 - Progressive custodian of our rural environment
 - Championing our District
9. The Delivery Plan, attached at Enclosure 2, sets out the more significant actions/projects (outputs). It should be recognised that all of the Council's activities should be contributing to one or more of the priorities and it is not

desirable or practicable to set out in the delivery plan all operational activities that contribute to the priorities. However, the performance indicators for the relevant service areas will be mapped to the priorities to enable Members, the public and staff to recognise the role and importance of these operational activities.

10. The Delivery Plan actions are categorised by Corporate Plan priority, so it is easy to see how each action or project contributes towards the Council's key aims. Under the Delivery Plan will sit Service Plans; these are documents for staff use which set out the key focus of each service area and how their work will contribute towards meeting the Delivery Plan, and so Corporate Plan priorities.
11. Through the Council's appraisal system, individual employees are given performance objectives relating to their area's Service Plan. Therefore staff will be able to see a clear link from their individual role and contribution through their Service Plan, to the Delivery Plan and to the Corporate Plan.
12. It is intended that progress on the Delivery Plan will be discussed by Cabinet quarterly in 2020/21.
13. It is usual for the Delivery Plan to be a dynamic document that is updated to reflect changes in response to opportunities and challenges. However it is important that the Plan is adhered to as closely as possible as only these projects have been resourced through the 2020/21 budget; in addition, in order to achieve the impact intended and for the evaluation to be completed as to the impact on outcomes, these projects need to be concluded, wherever possible.

Impact of the Public Health Pandemic

14. Members were working to complete the delivery plan for adoption at its Cabinet meeting scheduled for 1 April, having identified the resources to be incorporated in the budget.
15. This work had to be suspended while senior officers initiated the response to the public health emergency.
16. Work then resumed but has had to be revisited to reflect the reduced capacity in the organisation, dedicated to managing the public health emergency, and the financial challenges that have arisen from the emergency, such as loss of income.
17. Whilst wanting to remain ambitious on all the priority areas, Members agreed the priority focus now going forward must be:
 - Financial sustainability;
 - Developing the local plan;
 - Adopting a new business plan for the Housing Revenue Account, to include the provision of additional homes for social rent;

- Climate and ecological emergency
- Supporting our residents, businesses and communities through and beyond the public health emergency

18. The attachment at Enclosure 2 outlines all of the elements of the original delivery plan but now provides an additional column to indicate whether the item will be progressed as originally planned, progressed as far as possible within the constraints of essential spend only or formally paused.
19. Members acknowledge that even those elements that will be progressed as originally planned may be constrained by the ongoing management of the pandemic and continuing focus on finances.

Risk Analysis

20.

Risk	Likelihood	Impact	Mitigating actions
The Delivery Plan cannot be delivered	2	4	The plan has been revisited to reflect the constraint son the organisation. 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 Councils 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.

Enclosure 1 - Corporate Plan 2020 – 2024

Enclosure 2 - Corporate Plan Delivery Plan 2020/21

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

Theme:	Putting Residents First
<p>Why this is important:</p> <p>We are elected by residents. Their needs and welfare are our first and highest priority.</p> <p>They expect us to be open, honest and responsible. They deserve high standards of governance and trustworthiness.</p> <p>They want good levels of service and expect their council taxes to be used efficiently and wisely.</p> <p>The result will be: Residents will know their views have been listened to; they will feel they have the opportunity to influence the decision making; they will understand why decisions have been made even if they disagree with them. They will report increased levels of trust and confidence in the way the Council conducts its business and manages its resources.</p>	<p>We will:</p> <ol style="list-style-type: none"> 1) Be a council that listens to and acts for residents <ol style="list-style-type: none"> a. Increase the voice and influence of residents in planning and other Council matters b. Administer public consultations that are effective, accessible, timely and high quality c. Increase the reach of the Youth Council d. Improve the council’s use of the web and social media to increase communication with residents e. Actively and positively engage with and listen to our town and parish councils f. Support town and parish councils to better represent their communities 2) Deliver local government with outstanding levels of transparency and accountability <ol style="list-style-type: none"> a. Implement a corporate change programme to increase accountability, transparency and democracy at the Council b. Seek external review of and recognition for positive change achieved by the Council c. Deliver a comprehensive continuing member development programme 3) Be responsible with your money and mitigate the impact of government cuts. <ol style="list-style-type: none"> 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 b. Deliver cost-effective and efficient services that live within the Council’s means c. Constantly seek to improve the quality of contracted out services d. Apply for all relevant grants 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 f. Follow best-practices for investment risk management and board composition

Theme: Active Place-Maker For Our Towns And Villages	
<p>Why this is important:</p> <p>A focus on strategic master-planning in partnership with towns and villages will create better resident-centred places to live.</p> <p>Our unique connectivity, location, and character can be used to drive a local economy that creates local jobs and prosperity.</p> <p>Taking an active role in providing homes and services for in need will safeguard the health and welfare of all our residents.</p> <p>The result will be:</p> <p>District, town and parish councillors will feel they have participated in decision making that positively shapes the communities they represent.</p> <p>New policies and plans will be implemented that give our towns and villages a strong sense of purpose and place.</p> <p>Residents will see that their council is working hard for them and their families to create great places for them to live, work and play.</p>	<p>We will:</p> <ol style="list-style-type: none"> 1) Masterplan our new communities for and with residents <ol style="list-style-type: none"> a. Use locally led Development Corporations to deliver sustainable new settlements b. Provide the greatest level of influence and protection for communities adjacent to new settlements 2) Support our towns and villages to plan their neighbourhoods <ol style="list-style-type: none"> a. Deliver an outstanding planning and place-making capability with the right capacity to create quality outcomes with and for all our communities b. Facilitate Neighbourhood Planning across the district through strong engagement with and support of all town and parish councils c. Implement policies which create better homes and neighbourhoods that meet or exceed national standards d. Work with partners and stakeholders to deliver new sports, play and community facilities 3) Secure greater benefits for our community from new development <ol style="list-style-type: none"> a. Implement the Community Infrastructure Levy along with s106 to deliver strategic community projects and greater local benefit from development b. Increase the transparency of the Section-106 Agreement process and councillor engagement in it c. Ensure that strong Planning Enforcement holds developers to account d. Require developers to be considerate of the communities in which they build 4) Work with the airport on issues of concern to communities <ol style="list-style-type: none"> a. Seek a reduction in night flights b. Implement programmes to reduce airport related village fly-parking c. Work to secure investment in sustainable transport to and from airport, including for local workers 5) Nurture employment and retail areas to create jobs and retain businesses <ol style="list-style-type: none"> a. Protect and grow our town centres as economic hubs b. Increase tourist spend 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 d. Support the expansion and promotion of key relevant employment sectors for the district e. Work with partners to promote the economic opportunities of the London - Cambridge Innovation Corridor, Stansted Airport and our main transport corridors f. Work with the airport to increase local airport-based employment opportunities

	<ul style="list-style-type: none">6) Enforce good business standards in our district<ul style="list-style-type: none">a. Make sure that businesses and trades in our district meet the national standards and licensing required of them7) Deliver more affordable homes and protect those in need in our district<ul style="list-style-type: none">a. Increase the number of affordable homes delivered and different tenure options including social rentingb. Refurbish our existing council homes to sustainable standards when requiredc. Reduce the number of empty homesd. Ensure that landlords maintain high quality private sector housing conditionse. Ensure that services to protect vulnerable women and men who live in our district are accessible and appropriate8) Promote healthy lifestyles in diverse and inclusive communities<ul style="list-style-type: none">a. Work with partners, including the voluntary sector, to improve the general quality of life for residents, including for residents that experience social isolation, poor mental health, obesity, addiction and dementiab. Continue to be an active partner of the Health and Wellbeing Partnership, to promote healthy lifestyles
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Theme: Progressive Custodian Of Our Rural Environment	
<p>Why this is important:</p> <p>Residents live here because of our beautiful and historical rural character. We need to protect it for those that live here now.</p> <p>We must act quickly and responsibly to reduce the chances of a climate catastrophe. We have a clear obligation to ensure a clean, healthy and safe future.</p> <p>The result will be:</p> <p>Residents will see that their council is a strong protector of our environment; they will feel that the council is taking affirmative action on combating the effects of climate change locally.</p>	<p>We will:</p> <ol style="list-style-type: none"> 1) Take action on Climate Change <ol style="list-style-type: none"> a. Adopt policies to meet new environmental national guidelines/standards as they emerge b. Drive policies to deliver low carbon homes c. Improve average energy efficiency of council housing stock d. Increase the number of trees in the district e. Oppose a second runway at Stansted Airport f. Set a Net Zero Carbon goal for the Council and implement supporting policies g. Increase walking, cycling and sustainable transport h. Recognise the district’s ‘greenest’ business and developers 2) Conserve our natural resources <ol style="list-style-type: none"> a. Implement and enforce policies that protect water and reduce energy consumption b. Drive programmes that increase biodiversity c. Support local energy production initiatives d. Implement programmes to reduce single-use plastics e. Work to reduce per-capita landfill in the district 3) Protect and enhance our rural character and heritage <ol style="list-style-type: none"> a. Meet or exceed national standards for open and green spaces b. Encourage positive planning that values and protects our heritage c. Work with others to increase access to the heritage and history of our district d. Work with our rural partners and developers to maintain habitat and wildlife corridors e. Target littering and fly-tipping 4) Take strong action on dealing with pollution <ol style="list-style-type: none"> a. Increase air quality monitoring across the district b. Deliver reductions in pollution at identified problem areas

Theme: Champion For Our District	
<p>Why this is important:</p> <p>Residents deserve clear accountability, but they would like us to step in to help solve problems even when others are responsible.</p> <p>In our role as a place-maker we must work with other authorities and organisations to influence, prioritise and coordinate actions to collectively deliver the best for our district and its residents. This will include, when necessary, holding others to account.</p> <p>The result will be:</p> <p>Residents will feel that the council is proactively working on their behalf for the good of the district with other authorities and organisations.</p>	<p>We will:</p> <ol style="list-style-type: none"> 1) Improve Uttlesford’s connectivity <ol style="list-style-type: none"> a. Work to set the agenda for ECC highway maintenance and pothole fixing b. Work with ECC and communities to develop the highway improvement schemes we need c. Hold Essex Highways to account to deliver what they promise d. Promote and support sustainable transport initiatives, such as bus, rapid transport and rail upgrades e. Lobby Highways England to improve the capacity and safety of the M11 f. Work with ECC and hold them to account to deliver rural superfast broadband in our district 2) Support our students, schools and libraries <ol style="list-style-type: none"> a. Conduct a wholesale review of school transport to understand the gap in provision of what ECC provides b. Ensure that developer contributions are collected for ECC to provide our local school and Early Years places c. Create and support new services inside our libraries to increase their viability 3) Work with partners to keep the district safe <ol style="list-style-type: none"> a. Work with the Police, Fire and Crime Commissioner and the Chief Constable to reduce crime on our area b. Continue to be an active partner of the Community Safety Partnership 4) Work to create a better local Health Service for residents <ol style="list-style-type: none"> a. Work with NHS on in-district local healthcare provision b. Work to secure Addenbrookes, The Princess Alexandra Harlow, and Mid-Essex hospitals as our recognised local hospital providers c. Deliver programmes to support our aging population

Corporate Plan Delivery Plan 2020/21

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

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

					constraints of government guidance on social distancing, etc.
d. Improve the council's use of the web and social media to increase communication with residents	<p>Develop and implement campaign plan</p> <p>Develop social media reach and reporting of engagement measures to better target key audiences</p> <p>Explore website functionality software options</p> <p>Reinstall a Livechat facility on council website</p>	<p>At least three campaigns delivered in 2020/21</p> <p>Increase in social media engagement with public</p> <p>Installation of additional software to improve the website user experience</p> <p>Procurement of appropriate programme</p>	<p>Within existing resources</p> <p>Within existing resources</p> <p>£5,000 ongoing maintenance</p> <p>£2,500 to £6,000 pa</p>	Portfolio Holder for Council and Public Services/Assistant Director of Corporate Services	The work on a new campaign plan will be paused due to competing resources
e. Actively and positively engage with and listen to our town and parish councils	<p>Continue to promote and develop liaison with town and parish councils through regular meetings of the Local Councils Liaison Forum</p> <p>Ensure that engagement with town and parish councils forms a key part of the council's approach to community engagement and consultation (link to Active Place-maker for our Towns</p>	<p>Regular meetings of the Local Councils Liaison Forum take place</p> <p>Feedback is sought from town and parish councils regarding the utility and potential development of the Forum.</p> <p>Effective guidance available regarding good practice in engaging with town and parish councils.</p> <p>Town and parish councils are actively and positively</p>	<p>Within existing resources</p> <p>Will need to be priced within individual engagement and consultation. Routine engagement etc. should be met from existing resources.</p>	Leader/Portfolio Holder for Communities/Chief Executive	This work will continue within existing resources, recognising the limitations on officer resources.

	and Villages 3 (b) relating to pre-app process)	engaged with and consulted on local matters.			
f. Support town and parish councils to better represent their communities	Promote awareness through the Local Councils Liaison Forum of “good practice” support available through the Essex Association of Local Councils (EALC), especially its Chartermark scheme.	Information is provided to town and parish councils about support available through EALC through the Forum.	Within existing resources	Leader/Portfolio Holder for Communities/Chief Executive	<i>This work will continue within existing resources, recognising the limitations on officer resources</i>
2. Deliver local government with outstanding levels of transparency and accountability					
a. Implement a corporate change programme to increase accountability, transparency and democracy at the Council	<p>Complete work of Governance Working Group to review current and possible future governance structure</p> <p>Planning Committee working group to review arrangements for start time and/or geographical location of applications (north committee/south committee)</p> <p>Review Equalities Policy</p>	<p>Recommendations adopted by Council in 2020/21, with implementation of revised model in 2021/22</p> <p>Review completed and agreed recommendations adopted</p> <p>Revised policy adopted</p>	Within existing resources	<p>Leader/Chief Executive</p> <p>Portfolio Holder for Planning and Local Plan/Assistant Director of Planning</p> <p>Portfolio Holder for Communities/ Assistant Director of Housing, Health and Communities</p>	<p><i>This action falls to the working group of council and the way forward will be reviewed at their next meeting</i></p> <p><i>This work on changes to the planning committee will be paused due to all meetings taking place remotely.</i></p> <p><i>The work on the equalities policy has been paused due to competing demands.</i></p>

b. Seek external review of and recognition for positive change achieved by the Council	East of England Local Government Association (EELGA) to review the strategy around Local Plan Planning Advisory Service reviewing the process of major planning applications	Action plans to be developed once the outcomes of the reviews have been received	Within existing resources	Portfolio Holder for Planning and Local Plan/Assistant Director of Planning	This work will continue within existing resources, recognising the limitations on officer resources
c. Deliver a comprehensive continuing member development programme	Development and delivery of a full training programme for members in 2020/21 and in subsequent years	Delivery of training to members in accordance with the programme.	Already provided for in base budget and augmented by a carry forward from 2019/20.	Leader/Assistant Director of Legal and Governance	This work will continue within existing resources, recognising the limitations on officer resources, albeit remotely
3. Be responsible with your money and mitigate the impact of government cuts					
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	To actively source commercial investments to support the council revenue streams Encourage new businesses to the area and provide incentives to current businesses to remain. To ensure that residential properties are registered and correctly included in the tax base	Increased revenue income Increased income generated from local business rates and increases in the tax base	Within existing resources	Leader/ Director of Finance and Corporate Services/Assistant Director of IT, Facilities and Assets Portfolio Holder for Finance and Budget/Assistant Director of Resources/Assistant Director of Planning	This work will continue within existing resources, recognising the limitations on officer resources

b. Deliver cost-effective and efficient services that live within the Council's means	A balanced budget has been set for 2020/21	Budget monitoring and performance indicators reports presented on a quarterly basis	Within existing resources	Portfolio Holder for Finance and Budget/Assistant Director of Resources Portfolio Holder for Council and Public Services/Assistant Director of Corporate Services	This work will continue within existing resources, recognising the limitations on officer resources
c. Constantly seek to improve the quality of contracted out services	To actively manage contracts with suppliers	Ensure the level of contractual obligations are delivered	Within existing resources	Portfolio Holder for Council and Public Services/CMT	This work will continue within existing resources, recognising the limitations on officer resources
d. Apply for all relevant grants	To identify and bid for all appropriate grants available to the Council	Successful application of submitted bids	Within existing resources	Portfolio Holder for Finance and Budget/Assistant Director of Resources	This work will continue within existing resources, recognising the limitations on officer resources
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	Medium Term Financial Strategy, Commercial Strategy and Reserves Strategy set and approved in February 2020	Budget monitoring reports presented on a quarterly basis Successful external audit of accounts gaining a unqualified opinion and a positive statement of use of resources	Within existing resources	Portfolio Holder for Finance and Budget/Assistant Director of Resources	This work will continue within existing resources, recognising the limitations on officer resources

<p>f. Follow best-practices for investment risk management and board composition</p>	<p>Commercial Strategy set and approved in February 2020</p> <p>Investment Board has been created and external independent member to chair the board</p>	<p>Quarterly meetings</p>	<p>Within existing resources</p>	<p>Leader/Director of Finance and Corporate Services/Assistant Director of ICT and Facilities</p>	<p>This work will continue within existing resources, recognising the limitations on officer resources</p>
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Corporate Plan Delivery Plan 2020/21

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

Theme: Active Place-Maker For Our Towns And Villages					
We Will:	Activities	Outputs/Milestones	Resources	Lead CM/ Officer	Change due to Covid-19
1. Masterplan our new communities for and with residents					
<p>a. Use Locally Led Development Corporations to deliver sustainable new settlements</p> <p>b. Provide the greatest level of influence and protection for communities adjacent to new settlements</p>	<p>Consider way forward for the Local Plan: Decide whether to withdraw the plan or seek to continue with examination of the submitted plan. Complete</p> <p>If withdraw, carry out an issues and options assessment to determine whether new settlements remain part of the most appropriate development strategy.</p> <p>In parallel with progress towards an adopted local plan, establish the role of Locally Led Development Corporation (LLDC) through engagement with promoters.</p>	<p>Decide whether to withdraw the plan or seek to continue with examination of the submitted plan.</p> <p>Update Local Development Scheme and achieve its work programme</p>	<p>Within existing resources</p>	<p>Portfolio Holder for Planning and the Local Plan/Assistant Director of Planning</p>	<p>This work will progress as far as possible within existing resources, recognising the limitations on officer resources and subject to the evidence base.</p>

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

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

	applications (though may not always be deliverable).	Scrutiny planning obligations review final report May 2020			
c. Ensure that strong Planning Enforcement holds developers to account	<p>Undertake annual reviews of enforcement service to assess which cases are coming forward and how cases are being settled.</p> <p>S106 Officer now coordinating data on all planning obligations, ensuring that there are timely interventions to implement planning decisions and conditions.</p> <p>Enforcement Team (which includes the S106 Officer) to lead on this.</p>	Compliance with obligations and planning conditions.	Within existing resources	Portfolio Holder for Planning and the Local Plan/Assistant Director of Planning	This work will progress as far as possible within existing resources, recognising the limitations on officer resources
d. Require developers to be considerate of the communities in which they build	Develop a mechanism/policy to ensure all developers meet the standards of the Considerate Constructors Scheme – raise at all pre-apps and include in all PPA discussions	Adoption and implementation of the policy	Within existing resources plus income from Planning Performance Agreements	Portfolio Holder for Planning and the Local Plan/Assistant Director of Planning	Continue to promote as is Work on introducing a new scheme will be paused.
4. Work with the airport on issues of concern to communities					

a. Seek a reduction in night flights	Lobby central government on this issue to represent the needs of residents.	Representations made	Within existing resources	Portfolio holder for Transport, Infrastructure and Stansted Airport/ Assistant Director Planning	Continue to lobby
b. Implement programmes to reduce airport related village fly-parking	Scrutiny Panel Task and Finish Group to undertake this task. Portfolio holder engagement with local councils	Final report with recommendations to be submitted by late Summer	Within existing resources	Portfolio holder for Transport, Infrastructure and Stansted Airport/ Assistant Director Planning	Continue to work through NEPP and await the outcome of the Scrutiny T&F group.
c. Work to secure investment in sustainable transport to and from airport, including for local workers	UDC is represented on Stansted Area Transport Forum Working Groups and helps shape their action plans	Surface access mode share targets for air passengers and trips to/ from work on airport achieved	Within existing resources	Portfolio holder for Transport, Infrastructure and Stansted Airport/ Assistant Director Planning	This work will continue.

5. Nurture employment and retail areas to create jobs and retain businesses					
a. Protect and grow our town centres as economic hubs	<p>Explore potential for managed business hubs on larger business developments or as part of a new mixed use town centre development. Investigate potential bidding opportunities for external lottery funding.</p> <p>Work with Saffron Walden BID and Great Dunmow Town Team, and Stansted Parish Council and Business Forum on local needs.</p> <p>Parking offer will need to be looked at by specialists to inform a Parking Strategy considering what car parking aims to do for our town centres.</p>	<p>Consultant's report on viability of Great Dunmow market completed March 2020.</p> <p>Installation of new car park machines to provide data on usage</p> <p>Car Park Strategy completed</p>	Within existing resources	Leader/Portfolio Holder for Planning and Local Plan/Assistant Director of Planning	A new ED strategy will be required to reflect 'new normal', including support for consumer confidence to return to the High Street, recognising the limitations on officer resources
b. Increase tourist spend	Working in a cross border partnership, looking to apply to become a Tourism Zone.	<p>Tourism spend reports</p> <p>Maintain Service Level Agreements with Visit Essex and Visit Cambridge-</p>	£20k allocated in the budget	Leader/Assistant Director of Planning	A/A –part of a new ED strategy
c. Support the creation of amenities that stimulate and facilitates local businesses, such as	Attraction of inward investment, growth of existing business and new	Hold annual Business Breakfast and Business Awards events.	Within existing resources and support from success Essex	Leader/Assistant Director of Planning	A/A –part of a new ED strategy

enterprise zones, business parks, office blocks, industrial areas, and start-up hubs	business (entrepreneurial activity).	Promotion of Chesterford Research Park Implementation of North Essex Economic Strategy Board action plan			
d. Support the expansion and promotion of key relevant employment sectors for the district	Engage with Partner to establish North Essex Economic Strategy (NEES)	Monitor strategy and action plan	Within existing resources	Leader/Assistant Director of Planning	This work will progress as far as possible within existing resources, recognising the limitations on officer resources.
e. Work with partners to promote the economic opportunities of the London - Cambridge Innovation Corridor, Stansted Airport and our main transport corridors	Attraction of inward investment, growth of existing business and new business (entrepreneurial activity) Work closely with London, Stansted, Cambridge Consortium (LSCC) Central Area Alliance officer on inward investment opportunities	LSCC Central Area Alliance Officer starts in post on 30/3/20	Within existing resources	Leader/ Portfolio Holder for Infrastructure, Transport and Stansted Airport/Assistant Director of Planning	This work will progress as far as possible within existing resources, recognising the limitations on officer resources.
f. Work with the airport to increase local airport-based employment opportunities	Continue to develop working relationship with Stansted Airport/Harlow College to secure more training opportunities.	Attraction of inward investment, growth of existing business and new business (entrepreneurial activity) into Northside.	Within existing resources	Portfolio Holder for Infrastructure, Transport and Stansted Airport/Assistant Director of Planning	This work will be paused until the future requirements are understood.

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	<p>Support businesses through a programme of education on required standards to mitigate need for enforcement intervention</p> <p>Participate in the Essex Occupational Health and Safety Group work programme which focuses both on national and local priorities</p>	Meeting the requirements of the code for inspections as reported in the Local Authority Health and Safety data return (LAE1)	Within existing resources	Portfolio Holder for Council and Public Services/Assistant Director of Housing, Health and Communities	This work will progress as far as possible within existing resources, recognising the limitations on officer resources and their priority on covid19 work
7. Deliver more affordable homes and protect those in need in our district					
a. Increase the number of affordable homes delivered and different tenure options including social renting	<p>Develop a new Housing Strategy and supporting policies that details how the Council will develop, acquire and enable the supply of affordable housing</p> <p>Develop a new Housing Revenue Account (HRA) Business Plan that confirms the capacity of borrowing through the HRA for the delivery of new council housing (including use of commuted sums, Right to Buy (RTB) receipts, loans and innovative funding models)</p>	<p>New Housing Strategy adopted by January 2021</p> <p>New HRA Business Plan adopted by January 2021</p>	Within existing resources	Portfolio Holder for Housing, Communities, Youth and Health/Assistant Director of Housing, Health and Communities	The development of the Business Plan will be progressed but HRA funding may inhibit ambition

	<p>Regularly engage with local registered providers on their affordable housing delivery and identify barriers to further development, Ensure appropriate schemes deliver the required 40% affordable homes</p> <p>Incentivise community-led housing programmes to increase the number of Community Land Trusts (CLTs) across the District, particularly within rural communities</p> <p>Explore Homes England (HE) grant opportunities as they become available</p>	<p>Information on pipelines and barriers provided. Action taken to increase supply and remove Barriers</p> <p>Grants policy reviewed resulting in an increase in grants awarded and delivery of CLTs by March 2023</p> <p>HE Grant applied for and awarded on new build schemes</p>			
b. Refurbish our existing council homes to sustainable standards when required	<p>Continue with estate renewal and regeneration programmes whilst reducing the carbon footprint of those homes</p> <p>Improve home energy efficiency across the Council's housing stock</p>	<p>Increased number of council homes with low carbon features such as external wall insulation, solar panels and heat source pumps, that are healthy and affordable to run</p>	To be costed within the new HRA business plan	Portfolio Holder for Housing, Youth and Health/ Assistant Director of Housing, Health and Communities	The development of the Business Plan will be progressed but HRA funding may inhibit ambition
c. Reduce the number of empty homes	<p>Develop an Empty Homes Strategy</p>	<p>New Empty Homes Strategy adopted</p> <p>Reduction in the number of empty homes</p>	Within existing resources	Portfolio Holder for Housing, Youth and Health/Assistant Director of	This work will progress as far as possible within existing resources, recognising the limitations on officer resources.

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

Partnership, to promote healthy lifestyles

boards to deliver programmes that promote living well

Public Health Grant funding

Assistant Director of Housing, Health and Communities

Corporate Plan Delivery Plan 2020/21

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

Theme: Progressive custodian of our rural environment					
We Will:	Activities	Outputs/Milestones	Resources	Lead Member	Further considerations
1. Take action on Climate Change					
a. Adopt policies to meet new environmental national guidelines/standards as they emerge	Develop a Climate Change Emergency Action Plan, prioritised by impact/ cost/ and deliverability.	Action Plan developed by Autumn 2020	Officer time £65k had been allocated in the budget. Does not fall within 'essential spend'	Portfolio Holder for Environment and Green Issues /Assistant Director of Planning	This work will progress as far as possible within existing resources, recognising the limitations on officer resources. To include appointment of officers as 'green champions', as soon as 'new normal' working is resumed
b. Drive policies to deliver low carbon buildings	Implement policies that reduce the carbon footprint of new development e.g. passivhaus; mandate carbon neutral local energy generation, such as solar panels or heat source pump, aiming for no new gas boiler installations in line or ahead of government timescales.	Detailed proposals to come from the Climate Change Action Plan Autumn 2020.	Within existing officer resources	Portfolio Holder for Environment and Green Issues /Assistant Director of Planning	This work will progress as far as possible within existing resources, recognising the limitations on officer resources and subject to the evidence base

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

<p>f. Set a Net Zero Carbon goal for the Council and implement supporting policies</p>	<p>In making every policy decision, consider the opportunity to reduce the Council's carbon emissions.</p> <p>Review viability of replacing Council vehicles & equipment with electric alternatives at end of life.</p>	<p>Update corporate report templates to include 'Impact on Council Carbon Emissions'</p> <p>Review capital programme to consider vehicle replacement and acquisitions programme.</p>	<p>Within existing resources</p> <p>Within existing resources, including £15k in capital programme for EV chargers and possible S106 contributions The new energy tariff has increased the budget by £32k, which is to be met from the allocation of £300k for member priorities.</p>	<p>Leader/Chief Executive</p> <p>Portfolio Holder for Environment and Green Issues/Portfolio Holder for Finance and Budget/Assistant Director of Environment</p>	<p>This work will progress as far as possible recognising the limitations on officer resources;</p> <p>This work will progress as far as possible recognising the limitations on officer resources; there is a commitment to 2 vans and 6 EV points and new battery operated equipment has been purchased A green energy tariff has been purchased which will reduce the council's carbon footprint from energy considerably.</p>
<p>g. Increase walking, cycling and sustainable transport</p>	<p>Evaluate the business case for community rural bus services (links to Champion for our District, 1 (d))</p> <p>Increase availability of electric charging points, e.g. make new electric charging points a requirement of residential and commercial</p>	<p>Discussion with ECC (as Highways and Transport Authority) to review current gaps in service and understand costs involved.</p> <p>EV charging points implemented as required by planning policies which already encourage EV charging points in new developments.</p>	<p>Within existing budget.</p> <p>£15,000 capital budget (costs of EV point is dependent on location – direct impact on how many</p>	<p>Portfolio Holder for Infrastructure, Transport and Stansted Airport/Portfolio Holder for Environment and Green Issues/Portfolio Holder for Housing, Communities, Youth and Health</p>	<p>The work on community rural buses will have to be paused</p> <p>Will progress as far as possible recognising the limitations on officer resources</p>

	developments and in public car parks. Improve connectivity for walking and cycling	Plan produced addressing practical implementation issues, budgets and opportunities. Links to Local Development Plan (LDP) and climate change strategy / action plan.	achievable within these funds)	Assistant Director of Planning/Assistant Director Housing, Health and Communities	Continue to lobby ECC to improve the walking and cycling infrastructure in Uttlesford
h. Recognise the district's 'greenest' businesses and developers	Reward good green behaviour by awarding 'Uttlesford Greenest Business of the Year' 'Uttlesford Greenest Developer of the Year'	Include recognition at Uttlesford Business Awards	Within existing resources	Portfolio Holder for Environment and Green Issues/ Assistant Director of Planning	The work on developing further award categories will be paused
2. Conserve our natural resources					
a. Implement and enforce policies that protect water and reduce energy consumption	Include in Climate Change Action Plan	Existing development plan policies in place to protect ground water supplies. Reinforce policies in Climate Change Action Plan	Within existing resources.	Portfolio Holder for Environment and Green Issues/ Assistant Director of Planning	This work will progress as far as possible within existing resources, recognising the limitations on officer resources and subject to the evidence base
b. Drive programmes that increase biodiversity	Develop a Biodiversity Strategy	Implement the Biodiversity action plan	Climate change budget of £65k. Does	Portfolio Holder for Environment and Green Issues/	This work will have to be paused as there is no in-house resource and initial

			not fall within 'essential spend'	Assistant Director of Planning	estimates for external resource indicate a budget of £75k would be required.
c. Support local energy production initiatives	Explore options to work with local people and businesses to support this initiative	Identify actions and options	Within existing resources	Leader/Portfolio Holder for Environment and Green Issues	This will still be progressed as already started but is constrained by officer resources.
d. Implement programmes to reduce single-use plastics	Increase plastic recycling rates targeting specific types of product which are not often recycled e.g. bathroom products. Implement district-wide plastics charter	Campaign carried out and measure tonnage of plastic collected through UDC recycling services. Develop and adopt Plastics Charter developed	Within existing resources Within existing resources	Portfolio Holder for Environment and Green Issues/Assistant Director Environment	This work will progress as far as possible within existing resources, recognising the limitations on officer resources; opportunities will be taken to jointly promote with wider Essex campaigns.
e. Work to reduce per-capita landfill in the district	Improve domestic and commercial recycling and composting rates across the district, reducing residual waste collected and requiring treatment. Implement a programme of actions to reduce the council's waste products.	Develop a new waste and resources strategy for UDC Investigate potential for carbon based targets.	Within existing resources	Portfolio Holder for Environment and Green Issues/Assistant Director of Environment	Beyond the normal campaigns to promote recycling, this work will be paused.
3. Protect and enhance our rural character and heritage					
a. Meet or exceed national standards for open and green spaces	Review evidence base which form(ed/s) part of the Local Plan. Supplementary planning documents to provide	Review carried out and decision taken on opportunity to provide guidance.	Within existing resources	Portfolio Holder for Planning and the Local Plan/Assistant	This work will progress as far as possible within existing resources, recognising the limitations on officer resources and

	guidance are being explored.			Director of Planning	subject to the evidence base.
b. Encourage positive planning that values and protects our heritage	Existing policy framework in place. Engage with Town and Parish Councils on Neighbourhood plans to identify local potential and Conservation Area Appraisals	Neighbourhood plans and Conservation Area Appraisals to include initiatives that protect our heritage	Within existing resources	Portfolio Holder for Planning and the Local Plan/Assistant Director of Planning	This work will progress as far as possible within existing resources, recognising the limitations on officer resources and subject to the evidence base.
c. Work with others to increase access to the heritage and history of our district	Complete Walden Castle project Complete Lottery-funded Audience Development Study and Options Appraisal for Saffron Walden Museum	Castle to be reopened to the public early summer 2020 Final consultant reports delivered and agreed by July 2020	Within existing resources	Portfolio Holder for Sports, Leisure, Education and the Arts/Assistant Director of Corporate Services/Assistant Director of IT, Facilities and Assets	This work will continue although it will be delayed, as a consequence of changed working practices arising from government guidance on social distancing.
d. Work with our rural partners and developers to maintain habitat and wildlife corridors	Develop a Biodiversity Strategy (links to 2 (b) above)	-Implement the Biodiversity action plan	Climate change budget of £65k. Does not fall within 'essential spend'	Portfolio Holder for Environment and Green Issues/ Assistant Director of Planning	This work will be paused
e. Target littering and fly-tipping	Implement a suite of small civic pride programmes in all communities, e.g. pick up dog poo, litter picking, street sign cleaning, rail painting etc.	Street Cleansing Improvement Plan update with community involvement late 2020	£15k allocated in the budget Does not fall within 'essential spend'	Portfolio Holder for Environment and Green Issues/ Assistant Director of Environment	This work will be paused, as resource must be focused on waste collection. Promotion materials are available to local councils to download

4. Take strong action on dealing with pollution					
a. Increase air quality monitoring across the district	Implement further air quality/pollution monitoring at key locations across district and implement further AQMA if required; consider Ultra Low Emission Zones in key areas	Installation of diffusion tubes at identified locations by December 2020	Within existing resources	Portfolio Holder for Environment and Green Issues/ Assistant Director of Housing, Health and Communities	Some new diffusion tubes have been installed and 3 new portable monitoring stations have been purchased. Further work is paused pending the outcome of the annual report.
b. Deliver reductions in pollution at identified problem areas	Implement policies to address pollution e.g. action plan for Saffron Walden Air Quality Management Area (AQMA) to ensure national AQ objectives are being met	Air Quality Action Plan updated; discussion with ECC Highways on feasibility of banning HGVs and other options to reduce congestion. March 2021	Within existing resources	Portfolio Holder for Environment and Green Issues/ Assistant Director of Housing, Health and Communities	Further work is paused

Corporate Plan Delivery Plan 2020/21

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

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

c. Promote and support sustainable transport initiatives, such as bus, rapid transport and rail upgrades	Review and Improve services to meet the needs of the district Work with Essex County Council to secure funds for Uttlesford from the Government 'Bus Fund'	Establish Rural Transport Working Group Feasibility Studies	ECC resource to be identified Any funds received from the Bus Fund will require Uttlesford to match fund	Portfolio Holder for Infrastructure, Transport and Stansted Airport/Assistant Director of Planning	The review work will be paused. Work with ECC will continue as far as possible within existing resources, recognising the limitations on officer resources.
d. Lobby Highways England to improve the capacity and safety of the M11	Work with London Stansted Cambridge Consortium to identify common concerns	Work with the group to agree an action plan	Within existing resources	Portfolio Holder for Infrastructure, Transport and Stansted Airport/Assistant Director of Planning	Work with LSCC will continue as far as possible within existing resources, recognising the limitations on officer resources.
e. 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	Half yearly reports on progress of the rollout	Within existing resources	Portfolio Holder for Infrastructure, Transport and Stansted Airport/Assistant Director of Planning	Work with ECC will continue as far as possible within existing resources, recognising the limitations on officer resources.
2. Support our students, schools and libraries					
a. Conduct a wholesale review of school transport to understand the gap in provision of what ECC provides	Carry out study of current provision provided by ECC	Agree and develop an action plan in conjunction with ECC	£20,000 possible secondment from ECC. this was not identified in the budget and does not fall within 'essential spend'	Portfolio Holder for Infrastructure, Transport and Stansted Airport/Assistant Director of Planning	This work will be paused.
b. Ensure that developer contributions are collected for ECC to	Work with ECC to ensure the school organisation plan meet the needs of the communities where new	Effective school organisation Plan	Within existing resources	Portfolio Holder for Planning and the Local Plan/Assistant Director of Planning	Work with ECC will continue as far as possible within existing resources,

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

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

