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Uttlesford District Council

Chief Executive: Dawn French

Scrutiny Committee

Date: Thursday, 17th June, 2021

Time: 7.00 pm

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

Chair: Councillor N Gregory

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

Substitutes: Councillors S Barker, M Caton, P Fairhurst, B Light, 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 to readout their questions or statement themselves.

Those who would like to watch the meeting live can do so virtually [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 - 8

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 9 - 15

To receive the updated Cabinet Forward Plan.

6 Economic Development Recovery Plan 16 - 48

To consider the Economic Development Recovery Plan.

7 Stansted Airport Appeal - request from Full Council 49 - 52

To consider the Stansted Airport Appeal report.

8 Work Programme 2021/22 53 - 61

To consider the Work Programme 2021/22.

COMMITTEE MEETINGS AND THE PUBLIC – MAY 2021 UPDATE

In light of the recent High Court judgement regarding the extension of remote meeting regulations, Council, Cabinet and Committee meetings will now be returning to in-person and will be held on-site from Thursday 6th May 2021. However, due to social distancing measures and capacity considerations in line with the Council's risk assessment, public access and participation will continue to be encouraged virtually 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.

Members of the public are permitted to speak at this meeting and will be encouraged to do so via the video conferencing platform Zoom. 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 510 369/410/467/548 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. The broadcast will be unable when Part II items are discussed.

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

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Agenda Item 2

**SCRUTINY COMMITTEE held at COUNCIL CHAMBER - COUNCIL OFFICES,
LONDON ROAD, SAFFRON WALDEN, CB11 4ER, on TUESDAY, 25 MAY
2021 at 7.00 pm**

Present: Councillor N Gregory (Chair)
Councillors A Coote, C Criscione, G Driscoll, V Isham,
G LeCount, G Sell, M Sutton and J De Vries

Officers in attendance: R Auty (Assistant Director - Corporate Services), N Brown (Development Manager), C Edwards (Democratic Services Officer), G Glenday (Assistant Director - Planning) and C Shanley-Grozavu (Democratic Services Officer)

Also present: Councillor J Evans (Portfolio Holder for Planning and the Local Plan)

SC1 APOLOGIES FOR ABSENCE AND DECLARATIONS OF INTEREST

Apologies were received from Councillor P Lavelle.

SC2 MINUTES OF THE PREVIOUS MEETING

The minutes of the meetings held on 4 March and 7 April 2021 were approved and would be signed by the Chair as a correct record at the next opportunity.

SC3 PLANNING OBLIGATION TASK GROUP

Councillor Criscione presented the report produced by the task and finish group. He expressed thanks to Councillor Jones as co-author of the report and also to the Development Manager and other Officers and Councillors who had helped with the production of the report.

He said the central question for consideration was whether Uttlesford's approach to planning obligations and conditions was robust and if the impact of development was mitigated for the benefit of residents and the District.

He said that the report had to take into account the legal constraints of the National Planning Policy and the Community Infrastructure Levy, (CIL). He explained the process and where he thought benefits could be gained. He said that it was clear from the survey questionnaire that residents felt excluded.

The report requested that Scrutiny Committee advised Cabinet of the following recommendations:-

- a The creation of an Uttlesford Developers Contribution Document.
- b A more formalised, procedural and earlier approach for Town and Parish Councils to input into Planning Obligations.
- c Clearer and consistent reporting of Planning Obligations as part of recommending major planning applications to Planning Committee.
- d Prioritise the population of the EXACOM database to allow enhanced reporting and public self-service requests.
- e Reflect on cases and projects upon their completion to maintain and facilitate improvement in delivery.

Councillor Evans said that contributions from Developers would provide a package for the residents which would benefit the Community. He specifically mentioned sustainable drainage schemes and the complications with management arrangements; he said the recommendations provided encouragement for this kind of work to be progressed, put into place and enforced.

The Development Manager said that he wanted to get the maximum benefit and the most relevant items for the community. He said that although it was restricted by CIL regulations, he thought they could get a better deal for residents through the S106 arrangements. He agreed with Councillor Evans about the stewardship issues and said it also applied to public open spaces, and this would provide the necessary guidance. He said the Planning department had already been implementing changes but there was more work to do to progress and for the process to be formalised.

Councillor Sell welcomed the involvement of Town and Parish Councils in the pre-planning meetings. Although this happened already in some cases he thought that formalising the process would be beneficial. He said that neighbourhood plans developed together with the Planning Department were important to get the maximum benefit for the community. He said that S106 agreements needed to be effective and enforced and wanted to be reassured that there would be sufficient resources.

Councillor Evans said that resourcing in Development Management and Enforcement were being looked at and would be reported further on this in due course.

The Assistant Director - Planning said it was the intention to add to the overall capacity of the Development Management team within the next few months. The proposal was to add 1 or 2 Senior Officers whose primary purpose would be to lead on the larger planning applications. He said the local community would feed into the pre-application process giving Developers the opportunity to see what residents thought was important and to amend their plans accordingly.

In response to a question from Councillor Driscoll, Councillor Evans said the non-determination statistics had been taken to the recent Council meeting and it was acknowledged that greater resources were needed to avoid applications going straight to appeal.

The Development Manager said that because of the issues around the 5 year land supply and the Local Plan, some applications were not fit for purpose and had to be refused, but this took additional resources. The new S106 Officer had picked up legacy issues as well as trying to keep up to date with on going applications.

Councillor Isham said the potential for greater involvement as a Parish Council was positive. He agreed that Enforcement needed greater resources. He asked what the process was to get the legacy data onto Exacom.

The Development Manager said it was a one off task for a data inputter that would take approximately 6 months; the data would then be audited and released to the public.

In response to a question from Councillor Sutton about what happened to the report next, the Chair said that the Committee would make recommendations to Cabinet. The Assistant Director - Corporate Services added that the task and finish group would now be disbanded, however a report to check on the progress would come back to the Committee in the future.

The Chair agreed with other Members that it was a superb report. He asked if there was a specific time line for the recommendations a, b and d to be delivered. Councillor Evans suggested that a progress report was brought back to the Committee in September. The Assistant Director - Planning said the timescale he envisaged was 9 months to a year but agreed that an update in September 2021 with a project plan was a good way forward.

Councillor Coote raised some issues with the recommendations and in particular the formalisation of the Developer's Contribution at the pre-planning stage and the reporting of Planning Obligations. He said he thought this already happened and asked what was changing; he was disappointed that the report did not go further.

The Development Manager said that it indicated to developers what was expected and made it harder for those who refused to engage with the community, which in turn made it easier for applications to be refused and the developer prevented from moving onto the next stage.

The Development Manager said the report provided a clearer and more consistent approach to Planning Obligations and within each application the Officer's report would provide a section on which S106 conditions were included.

The Chair said that the reservations raised by Councillor Coote would be taken into account but that there were restrictions on what could be achieved within the legal guidelines. He said there was further work to do and there needed to be vigilance to ensure that the processes set in place were robust.

Councillor Criscione added that the survey results showed that residents did not feel involved and that they wanted to engage at an earlier stage.

Councillor Coote said that he appreciated the responses and that he recognised that residents and some Parish Councils might not be currently involved in the process.

In response to a question from Councillor Driscoll, the Chair said that the Planning Obligations issues within the Queen's Speech were not within the scope of this discussion. He said it would be a good idea for Councillor Evans to arrange a future briefing on any issues that arose within the Queen's Speech.

The Chair proposed that the Committee made the recommendations as set out within the report to Cabinet, subject to the minor amendments made by Cllr Criscione to aid clarity. Councillor Sell seconded the motion and there was unanimous support.

Councillor LeCount said that this report would help with the major planning applications task and finish group. He said that he was still waiting for the PAS report which was held up because the full report could not be completed until the Stansted Airport situation had been resolved.

Councillor Evans said the report would continue to be held up until the Stansted Airport Appeal and any Judicial Review expired. The alternative was to review the major planning applications excluding Stansted Airport. The Assistant Director - Planning said that he agreed and suggested that there was an interim report that could be taken forward.

Councillor LeCount asked for volunteers to help on the task and finish group. The Assistant Director - Corporate Services suggested that this was revisited at the next meeting.

SC4 RESPONSES OF THE EXECUTIVE TO REPORTS OF THE COMMITTEE

The Chair mentioned the call in of the Corporate Plan Delivery Plan and it was agreed that this would be monitored and the Committee hoped to see more detail and definition of targets in the future. There would be an opportunity later in the year to revisit the plan within the Committee.

SC5 CABINET FORWARD PLAN

There were no comments from the Committee regarding the forward plan but the report was noted.

SC6 SCRUTINY ANNUAL REPORT

There were no comments made regarding the report.

Councillor Coote proposed that the report be taken on to full Council, Councillor De Vries seconded the motion, and there was unanimous support.

SC7

WORK PLANNING UPDATE

The Assistant Director - Corporate Services said that Councillors would receive an e-mail from him with a long list of items to be considered and scored. This would then populate the forward plan with the most important items that the Committee wanted to action.

There was some discussion about the number of items to be taken forward and it was agreed that it was better to do fewer items and to do them well.

The Chair proposed that formal thanks be made to Councillor Dean for his contributions to the Committee; this was seconded by Councillor Le Count and unanimously supported.

The meeting ended at 8.25pm.

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 2020/21 - Final Outturn	Cabinet	1 July	Sets out the closing financial outturn position for 2020/21 - Revenue, Capital and Housing Accounts	No	Open	Portfolio Holder for Finance and Budget	Angela Knight, Assistant Director - Resources aknight@uttlesford.gov.uk
Local Council Tax Support Scheme proposals 2022/23	Cabinet	1 July	Sets out the 2022/23 proposals for the 2022/23 scheme	No	Open	Portfolio Holder for Finance and Budget	Angela Knight, Assistant Director - Resources aknight@uttlesford.gov.uk
Local Plan Housing Numbers	Cabinet	1 July	To confirm the housing numbers for the Local Plan	No	Open	Portfolio Holder for Planning	Stephen Miles, Local Plans and New Communities Manager smiles@uttlesford.gov.uk
Officer Delegated Decisions - Write Offs	Cabinet	1 July	sets out the write offs agreed by Officers under delegated authority during the financial year 2020/21	No	Open	Portfolio Holder for Finance and Budget	Angela Knight, Assistant Director - Resources aknight@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
Assets of Community Value Review	Cabinet	1 Jul	Review of the ACv and community Right to Bid procedure and recommendation for delegated decision making	No	Open	Portfolio Holder for Communities	Joanna Hill, Planning Policy Officer jhill@uttlesford.gov.uk
Scrutiny Review of Planning Obligations	Cabinet	1 Jul	To receive the recommendations of the Scrutiny Committee following a review of Planning Obligations carried out by a Task and Finish Group	No	Open		Richard Auty, Assistant Director - Corporate Services rauty@uttlesford.gov.uk
Corporate Plan Delivery Plan 2021/22 Q1 progress update	Cabinet	2 Sep	To review the progress made against the Corporate Plan Delivery Plan 2021/22 for the Quarter 1 period (April-Jun 2021)	No	Open	Portfolio Holder for the Economy, Investment and Corporate Strategy	Dawn French, Chief Executive dfrench@uttlesford.gov.uk
Local Plan Preliminary Outline Strategy	Cabinet	2 Sep	To confirm the Preliminary Outline Strategy for the Local Plan.	No	Open	Portfolio Holder for Planning and the Local Plan	Stephen Miles, Local Plans and New Communities Manager smiles@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
Report to approve the revised Museum Management Agreement between the Council and Saffron Walden Museum Society Ltd	Cabinet	2 Sep	This report accompanies the Museum Management Agreement which has been revised to incorporate the Museum's off-site store at the Shirehill Depot and other minor updates. Approval for the revised Agreement is requested and is necessary before the Museum's next Arts Council England Accreditation review, due in 2022, and further applications for National Lottery funding.	No	Open	Portfolio Holder for Sports, Leisure, Education and the Arts.	Carolyn Wingfield, Curator - Saffron Walden Museum cwingfield@uttlesford.gov.uk
Budget 2021/22 - Quarter 1 Forecast Outturn	Cabinet	19 Oct	Forecast of spend for the financial year 2021/22 for Revenue, Capital and Housing accounts	No	Open	Portfolio Holder for Finance and Budget	Angela Knight, Assistant Director - Resources aknight@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 2021/22 Q2 progress update	Cabinet	19 Oct	To review the progress made against the Corporate Plan Delivery Plan 2021/22 for the Quarter 2 period (July-Sept 2021)	No	Open	Portfolio Holder for the Economy, Investment and Corporate Strategy	Dawn French, Chief Executive dfrench@uttlesford.gov.uk
Local Council Tax Support Scheme proposals 2022/23	Cabinet	19 Oct	To agree (subject to consultation responses) the final scheme for approval at Council	No	Open	Portfolio Holder for Finance and Budget	Angela Knight, Assistant Director - Resources aknight@uttlesford.gov.uk
Budget 2021/22 - Quarter 2 Forecast Outturn	Cabinet	2 Dec	Sets out the forecast 2021/22 financial year end spend for Revenue, Capital and Housing	No	Open	Portfolio Holder for Finance and Budget	Angela Knight, Assistant Director - Resources aknight@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
Report to approve a new Forward Plan 2021/22 – 2025/26 for Saffron Walden Museum	Cabinet	2 Dec	This report accompanies the new Forward Plan for Saffron Walden Museum which sets out proposals to improve the Museum and its long-term sustainability, subject to funding being raised from external sources and by Saffron Walden Museum Society Ltd. Approval for the Forward Plan is requested and is necessary before the Museum's next Arts Council England Accreditation review, due in 2022, and further applications for National Lottery funding.	No	Open	Portfolio Holder for the Economy, Investment and Corporate Strategy	Carolyn Wingfield, Curator - Saffron Walden Museum cwingfield@uttlesford.gov.uk
Corporate Plan 2022-2026	Cabinet	10 Feb	To consider the Corporate Plan 2022-2026	No	Open	Portfolio Holder for the Economy, Investment and Corporate Strategy	Dawn French, Chief Executive dfrench@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 2021/22 Q3 progress update	Cabinet	10 Feb	To review the progress made against the Corporate Plan Delivery Plan 2021/22 for the Quarter 3 period (Oct - Dec 2021)	No	Open	Portfolio Holder for the Economy, Investment and Corporate Strategy	Dawn French, Chief Executive dfrench@uttlesford.gov.uk
Medium Term Financial Strategy and Budget Proposals 2022/23	Cabinet	10 Feb	Draft MTFS, GF, Capital and HRA budgets 2022/23 and associated reports and strategies	No	Open	Portfolio Holder for Finance and Budget	Angela Knight, Assistant Director - Resources aknight@uttlesford.gov.uk
Corporate Plan Delivery Plan 2021/22 Q4 progress update (outturn report)	Cabinet	29 Mar	To review the progress made against the Corporate Plan Delivery Plan 2021/22 for the Quarter 4 period (Jan - Mar 2021) outturn report	No	Open	Portfolio Holder for the Economy, Investment and Corporate Strategy	Dawn French, Chief Executive dfrench@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 2022/23	Cabinet	29 Mar	To approve the Corporate Plan Delivery Plan for 2022/23	No	Open	Portfolio Holder for the Economy, Investment and Corporate Strategy	Dawn French, Chief Executive dfrench@uttlesford.gov.uk

Agenda Item 6

Committee:	Scrutiny Committee	Date:
Title:	Economic Recovery Plan Delivery Plan	Thursday, 17 June 2021
Report Author:	Cllr Neil Reeve, Portfolio Holder for the Economy, Investment and Corporate Strategy Linda Howells, Economic Development Officer	

Summary

1. The Economic Recovery Plan was approved by Council in December 2020. It provides a framework for the activities delivered by the Economic Development Team up to 31 March 2022, while also looking to lay foundations for the future.
2. The Delivery Plan attached to this report provides detail as to how the Recovery Plan will be delivered.

Recommendations

3. Scrutiny Committee reviews the Delivery Plan and submits comments to Cabinet.

Financial Implications

4. Spend from the agreed Business Recovery Fund in 2021/22 of £347,770 as outlined in the table in 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.

Economic Development Recovery Plan approved by Council on 8 December 2020

Impact

- 6.

Communication/Consultation	Economic Development Team officers are in constant contact with local businesses and aware of the challenges they are currently facing. Officers are working with both business networks and individual businesses and their concerns and feedback are factored in the Delivery Plan actions.
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Community Safety	None
Equalities	Delivery Plan activities are intended to support businesses across the district.
Health and Safety	None
Human Rights/Legal Implications	None
Sustainability	Developing a “greener” economy is a key priority for the Economic Recovery Plan. Sustainability underpins all activities.
Ward-specific impacts	Delivery Plan actions provide support to businesses across the whole district
Workforce/Workplace	The Economic Development Team currently has 3.5 FTE staff with recruitment planned to 1 FTE and 1 Apprentice. Pre-pandemic staffing levels were 2 FTE. The expansion has been essential to deliver core business support services.

Situation

7. The Economic Recovery Plan was approved by Council on 8 December 2020. It provides a framework for the activities delivered by the Economic Development Team up to 31 March 2022, while also looking to lay foundations for the future.
8. At the time of writing the original plan the UK economy had experienced lockdown for several months from March 2020, and a one-month lockdown in November 2020. The local economy had also been subject to Government Tier 2 restrictions from mid-October 2020 and was subject to them again in early December 2020.
9. The local economy continued to be subject to Tier 2 restrictions throughout most of December 2020, with restrictions increasing to Tier 4 after the Christmas period, before again being locked down in early January 2021. Currently easing is in line with the Government’s ‘Roadmap to Recovery’, but there is possible doubt about the timing of the next steps.
10. The Delivery Plan, attached as Appendix 1, provides a more detailed plan and has been produced to reflect the ever-changing current circumstances.
11. The focus of the Economic Recovery Plan Delivery Plan continues to be on business support in the immediate and short term rather than longer-term plans and the spend profile has been adjusted accordingly. In addition, the Government has provided discretionary grant funds, the Additional Restrictions Grant, which can be used to fund business support initiatives that meet the eligibility criteria. These funds are only available in the year to 31

March 2022 and will be used to support some activities within the Delivery Plan in this year.

12. Staff numbers in the Economic Development Team have increased by 1.5FTE to 3.5FTE with a view to increasing further (1FTE and an apprentice) in the short term. This has enabled the Team to increase service delivery, to support larger numbers of individual businesses, and ensure that Government business support grants are paid to eligible businesses within the Government's required timelines. The expansion has been essential to deliver core business support services.
13. The original Economic Recovery Plan has four priority work areas. The Delivery Plan has five priorities. The following table identifies the spend profile proposed in the December Plan document, and the current Delivery Plan proposals.

	Dec 2020 proposed spend	June 2021 proposed spend
Priority 1 – Business Engagement and Support	£170,000	£183,570
Priority 2 – Information, Advice and Guidance	£40,000	£21,450
Priority 3 – Skills and Training	£35,000	£45,750
Priority 4 – Creating Jobs / Inward Investment	£110,000	£85,000
Priority 5 – Creating a “greener” local economy		£8,000
Management of the Delivery Plan		£4,000
TOTAL	£355,000	£347,770

14. The Delivery Plan, attached as Appendix 1 to this report will be submitted to Cabinet on 1 July 2021. The report is brought to Scrutiny Committee for pre-scrutiny and comments/recommendations will be submitted to Cabinet with the Delivery Plan.

Risk Analysis

- 15.

Risk	Likelihood	Impact	Mitigating actions
Level 2 – continuation of Government restrictions may	A third wave of infections is predicted by modellers.	Spend profile may need to focus on immediate	Promote business resilience building to be able to continue to trade if future

require spend profile to be adjusted	Unknown whether vaccination programme will provide the required protection	business support and away from any longer-term initiatives	restrictions are required.
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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.

Uttlesford Economic Recovery Plan

Delivery Plan

Author: Linda Howells, Economic Development Officer

Introduction

The Economic Recovery Plan was submitted to and approved by Council on 8/12/2020. The Plan provided a framework for up to 18 months, up 31/3/2022, of activities to address the constantly and rapidly changing and evolving situation; infection surges, Government restrictions, lockdowns, re-openings, an expectation of a “new normal” but no real clarity as to what that might look like or how it would impact on local businesses. It contained details of current activity, planned and potential projects and activities that would be required to address the local impacts of a global pandemic.

Six months later, some Government restrictions remain, the “new normal” is still hazy and many business sectors, although open and trading, are still being severely impacted by the COVID-19 pandemic. This Delivery Plan is itself an evolving document and will need to be reviewed and updated quarterly throughout the year so that the Council can respond swiftly and effectively to address local emerging needs.

The Economic Recovery Plan recognised that the necessity of addressing the Climate Change agenda and ensuring that all actions needed to reflect that ambition, whilst also reflecting and being integrated into the emerging Local Plan. Collaborative work continues with the team developing the Local Plan but to reflect on progress during the last six months work is also listed within this Delivery Plan under a new priority; Priority 5 – Creating a “greener” local economy. All activities included in the Delivery Plan are mindful of the need to address climate change but those in Priority 5 lay a basis for a longer-term plan for the Uttlesford economy.

The Delivery Plan includes activities to be delivered in the period up to 31/3/2022 and it will have become the basis of and been absorbed into a new Economic Development Strategy for 2022 - 24.

The Delivery Plan identifies objectives within each of the five priorities. Each objective has actions that will be delivered by 31/3/2022.

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Priority 1 - Business Engagement and Support

Objective 1.1 - Support businesses already located in Uttlesford district

Businesses are spread across the whole district, in town and village centres, in converted farm buildings, within industrial estates and business parks; at Chesterford Research Park and based at or near to London Stansted Airport which is the largest employer in the East of England. There are unknown number of home-based businesses and self-employed residents who deliver services across the district. .

Existing business networks include Saffron Walden Business Improvement District (SWBID), Great Dunmow Town Team, Stansted Business Forum and Stansted Airport Chamber of Commerce.

In November 2020 UDC paid www.clickitlocal.co.uk, a “shop local” on-line e-commerce platform, with a home delivery service, to provide support to local businesses to trade on-line and enable ordered goods to be delivered to the home of the purchaser within 24 hours of the order being placed. The pandemic has heightened the desire to shop local and this platform has provided local people with access to Uttlesford businesses on the platform, providing an additional way for those businesses to sell their products.

Data shows that most www.clickitlocal.co.uk shoppers live in Saffron Walden, with much smaller numbers in Great Dunmow. There are also anecdotal reports that the residents of the growing Woodlands estate rarely venture into the town centre. A local promotion (£5 off next order) is to be delivered to all Woodlands estate households in Great Dunmow to encourage residents to support their local shops.

Task	Responsibility	Target	UDC Resources	External Funding
Engage and support business networks and individual businesses 1 – 2 – 1 contact by telephone / email.	Business Support Officers (BSO)	Evidence of regular contact with business networks inc. SWBID, GDTT, SBF and email contact via business@uttlesford.gov.uk in 2021/22	1 permanent BSO + 1 additional BSO on 2-year contract until 31/3/20 - £42,850 (inc on costs) pa	.
Referrals to specialist business support agencies including BEST Growth Hub	BSOs	No. referrals made to specialist business support agencies in 2021/22 No. local businesses supported by 31/3/2022	Existing	BEST Growth Hub funded through external resources. NEEB top sliced funds from ARG grant monies

		No. onward referrals to other programmes of support by 31/3/2022 No. drop-in sessions delivered in Uttlesford by 31/3/2022		supporting additional resources for businesses across North and Mid Essex – NEEB additional support 1/9/2021 - 31/3/2022
Work with businesses to develop additional business networks across the district	BSO	Minimum of 1 additional business network in place by 31/3/2022	Existing	
Continue to promote the online e-commerce platform www.clickitloical.co.uk	BSO	Growth in the no. of Uttlesford businesses on the platform by 31/3/2022 Baseline – 1/4/2021 – 69 stores	£5k for future advertising	
Deliver www.clickitlocaql.co.uk promotion to 1100 Woodlands estate households in Great Dunmow to encourage local residents to shop local	BSOs	No. of Woodlands discount vouchers used by 31/7/2021	£200 for delivery of leaflets	ClickitLocal covering cost of £5 discount voucher
Work with BEST Growth Hub to promote and deliver virtual drop-in session for local businesses	BSO	No. drop in sessions delivered by 31/3/2022	Existing	BEST Growth Hub own resources
Deliver Annual Business Breakfast	EDO	Annual Business Breakfast delivered by 31/3/2022	£3k	
		TOTAL	£51,050	
Objective 1.2 - Support businesses in sectors hardest hit by the COVID-19 pandemic				
The COVID-19 pandemic has had greatest impact on those businesses that were forced to close or were severely impacted by the Government restrictions, and those businesses in their supply chains. The Government have provided business support grants, initially to those in commercial premises and registered with a business rateable value, but also through the provision of discretionary grants to help other businesses, including home-based businesses, market traders, event managers and taxis.				

Essex County Council (ECC) also received grant funds from the Government, some of which have provided Essex Business Adaptations Fund grants to local businesses to help make changes to their business model to build resilience and maintain service delivery. Other ECC funds have been available as discretionary funds, known as Additional Business Support (ABS) monies.

The UDC Business Rates Team have led on the administration of the Government's business support grants since March 2020. The Economic Development Team (ED Team) has provided assistance since May 2020. The ED Team has been dealing with queries since November 2020 and took over the administration of the Additional Restrictions Grant on 1/4/2021.

The Economic Development Team delivered the Essex Business Adaptations Fund Round 1 in December 2020 – January 2021 and are currently administering Round 2 which was launched in April 2021.

The Team are also administering the ABS funds which are being processed as part of the Additional Restrictions Grant.

Most of the work of the ED Team has been reactive and focused on provision of Government grants. It is recognised that a more proactive role is required, working with businesses to identify key actions to support the hardest hit sectors both short and long term.

Task	Responsibility	Target	UDC Resources	External Funding
Support the delivery of business support grants	EDO and BSOs	Current ARG funds exhausted by 31/3/2022 EBAF monies exhausted by 31/7/2021 ECC ABS exhausted by 31/7/2021 New tranche ARG exhausted by 31/3/2022	Existing	ARG grant monies from Government ABS grant monies from ECC – processed as ARG EBAF grant monies from ECC
Develop and deliver plan to support the aviation and transport sector and the supply chain	EDO and Asst Director, Planning	Plan produced and delivered by 31/3/2022	Existing	ARG funds
Establish Visitor Economy Forum and develop and deliver a plan with short term and	BSO	1 st meeting of Forum held by 31/7/2021	Existing staff resources	

medium-term actions to support the sector				
Develop photo library	BSO	1 st round of photos produced by 31/7/2021 Additional seasonal photos added by 31/3/2022	£10k	
Develop "Visit Uttlesford" website	BSO	Website launched by 31/8/21	£5k	
Develop and deliver a "Visit Uttlesford" branding and marketing campaign	BSO	By 31/3/2022	£10k	
Investigate potential for ONS "Get outside" and "Telling Stories" mobile applications	BSO	By 31/3/22	£5k	
Keep Visit Essex website up to date with Uttlesford events / venues etc.	BSO	Ongoing until 31/3/22	Existing	
Work with SWTIC on joint projects - development of day / weekend itineraries for visitors	BSO	Day / weekend itineraries produced by 31/8/21	Existing staff £5k budget for paid input	
Work with partners to develop a Levelling Up Fund bid to install cycle routes across the district, linking key sites	EDO	Project framework in place by 31/3/2022	Existing Climate Change Project Officer Local Plan officers	
		TOTAL	£35,000	
Objective 1.3 - Foster the development of existing town centres as vibrant locations for business and leisure				
Uttlesford district has two medieval market towns, and a few villages with small businesses serving the local community. For some time the Government have been concerned about the increase in online shopping and the impact on life of the commercial centres across the country. The COVID-19 pandemic has increased the pace of change in these commercial centres. Car parking ticket sales have not recovered to their pre-2020 levels, and footfall dependent businesses in villages with railway stations has been hit hard. Some smaller villages have seen the establishment of a village shop, serving the needs of those working from home. Our understanding of the "new normal" is growing, but the picture is still unclear. It will be important to reflect and plan for the future.				

The lockdowns in 2020 and 2021 left only essential shops and market stalls trading in the town centres, and local businesses had to learn to deliver their services in new and innovative ways. Those who could work from home were encouraged to do so. In June 2020 the Government provided £80,809 of European funds, initially known as the Re-opening the High Street Safely Fund directly to the District Council. These funds were focused on supporting communications campaigns to both businesses and residents to inform of measures necessary to re-open safely, and to reassure residents that those measures were in place. In March 2021 the Government announced a second grant of £80,809 and rebranded the funds as Welcome Back funds. A revised Grant Action Plan has been submitted and we await confirmation that the proposed actions fit the eligibility criteria.

Task	R5esponsibility	Target	UDC Resources	External Resources
Management of Re-opening the High Street Safely Fund / Welcome Back Fund	EDO	Ensure Grant Action Plan (GAP) approved and funds spent in line with the GAP – expiry 31/3/2022 Ensure 1/4ly claims submitted on time.	Existing	
Advise businesses in commercial centres in Saffron Walden, Great Dunmow and Stansted Mountfitchet to ensure compliance with Government COVID-19 restrictions and deliver communications campaigns to reassure residents of measures in place for their safety. Post to be funded from 1/7 by Environmental Health. Contract expiry date not yet set.	RHSS funded Information and Communications Officer	Compliance of businesses in Saffron Walden, Great Dunmow and Stansted Mountfitchet with Government restrictions. Residents appear confident to return to town centres – shown by footfall figures		RHSS / WBF grant to cover all expenses until end of contract 30/6/2021
Delivery of WBF communications campaigns	BSO with Comms Team	Delivery of agreed funded actions	Existing for BSO	WBF £20k inc. Information and Communications Officer until 30/6/2021

Commission specialist business to measure footfall	EDO	Delivery of agreed funded actions.		WBF £11k
Provision of hand sanitiser stations	EDO	Delivery of agreed funded actions		WBF £500
Refurbishment of landscape area in Saffron Walden town centre	EDO	Delivery of agreed funded actions		WBF £20k
Repair and repaint street furniture and public toilets in Great Dunmow and Thaxted	EDO	Delivery of agreed funded actions		WBF £25k
Installation of additional benches and picnic tables in Stansted and Thaxted	EDO	Delivery of agreed funded actions		WBF £16k
Installation of new planters in SW town centre	EDO	Delivery of agreed funded actions		WBF £5k
Installation of planters in Lower Street, Stansted Mountfitchet	EDO	Delivery of agreed funded actions		WBF £10k
Purchase of Xmas lights in SM and banners and lights in Thaxted	EDO	Delivery of agreed funded actions		WBF £2k
Delivery of "Welcome Back" events in Dunmow, Stansted and SW	EDO	Delivery of agreed funded actions		WBF £15k
SWBID promotional campaign	EDO	Delivery of agreed funded actions		WBF £10k
SW resident consultation re future of town centre pedestrianisation	EDO	Delivery of agreed funded actions		WBF £5k
Please note that shaded actions above are not approved but are included in the Grant Action Plan for the Welcome Back Fund. Approval decision will follow. If not approved, it will be possible for an amended Grant Action Plan to be submitted.				

Attendance at Safety Advisory Group meetings re town centres	BSO	Attendance at regular meetings	Existing	
Membership of the DIZ Special Interest Group for town centres	EDO and BSO	Production of action plan for future initiatives	Existing	
Work with GDTC May Dunmow Prosper Group / GDTT/other stakeholders to develop longer term plan for Dunmow town centre	BSO	Master planning work underway by 31/3/22	£20k for specialist support in master-planning	
Organisation and delivery of events in Great Dunmow, Stansted Mountfitchet and Thaxted – either by recruitment of officer or commission specialist services	BSO + new officer	Officer in post by 30/9/2021 No. events delivered in Great Dunmow town centre by 31/3/2022	£ 25k	
Day-to-day management of the car parks, including maintenance, appearance and ease of use.	BSO	Officer in post	BSO works 18.5 hours per week on fixed term contract until 28/2/2023 – cost of 21/22 year is £22,520 (inc on costs)	
Deliver the planned upgrade of ticket machines in Council's car parks	BSO	Upgrade of all car park ticket machines completed by 30/9/2022	£92k capital monies set aside to cover costs.	
Manage production of district wide car parking review to inform development of Car Parking Strategy	EDO / BSO	Commissioned specialists to start review in Autumn 2021, if Government restrictions have been lifted	Existing	£70k from NEPP to fund both pieces of work
Officer support for Stansted Mountfitchet, Thaxted to develop longer term plans for those centres, build resilience		To be included in longer term plans		

		TOTAL	£67,520	
Objective 1.4 – Support business start-ups and pre-starts.				
Pre-pandemic Uttlesford was seen as an area of very low unemployment, without the need for a Job Centre Plus base in the district. There are now more than 2,000 residents claiming Universal Credit in Uttlesford, the highest number for almost 30 years claiming employment related benefits. Many employed residents are still furloughed, and some business sectors are still being severely impacted with more redundancies expected.				
Work to support business start-ups will offer an alternative to job searching for those residents who may have become unemployed or are facing redundancy, or just looking for a change of career, or those who have developed a new skills during the lockdown period and would benefit from the opportunity to turn that idea in to a business as a “lockdown entrepreneur”.				
Business start-ups are defined as those that have been trading for up to two years.				
Pre-start-ups might include those thinking about a specific idea, those with a desire but no idea, or those with a very loose idea.				
Task	Responsibility	Target	UDC Resources	External Funding
Promote The Rebel Business School pre-recorded webinars, tools and tips – free to access until 1/12/2021	BSOs	No. people accessing resources.		Part of national pilot to test project. 6 month contract from 2/6/2021 – 1/12/2021
Produce Business Start-Up Guide to distribute to business start-ups and pre-start-ups	BSO	Guide produced by 30/7/2021	Existing	
Pop up shops and market stalls, including craft, teenage, artisan, new businesses	BSO	Minimum of one market in three main centres during the year	£10k	
Work with ECC to consider their proposal for Essex Lockdown Entrepreneurs project	EDO	Project under consideration		? possible ARG top slice

Promote NEEB funded Start-Up and pre start-up support project and refer businesses and potential start-ups as appropriate	BSOs	Evidence of promotion of scheme in communications and number of referrals	Existing	NEEB top sliced funds from ARG grant monies. Project life - 1/9/2021 - 31/3/2022
Research the feasibility of targeted projects e.g., Young Entrepreneurs Scheme, Women in Business, a project to target older residents who are now unemployed	BSOs	Evaluated proposals by 31/12/2021	Existing	ARG funds if projects are developed
		TOTAL	£10,000	
Objective 1.5 – Work with partners to ensure the residents and businesses across the district benefit from the delivery of superfast broadband				
There are several commercial superfast broadband providers working in Uttlesford district. Due to the rural nature of the district, installation in some areas is very expensive and there are areas unlikely to receive superfast broadband. The Council have previously committed £500,000 towards the costs of provision of broadband installation to parts of the district not included in the plans of commercial suppliers. This contract is managed by ECC Superfast Essex. The contract is due to complete on 31/12/2021. It is expected that this contract will increase coverage to 98%.				
Currently the target for supply will leave approximately 2% of premises without superfast broadband. Due to the complexity of supply programmes, and a lack of information about commercial plans it is difficult to be definitive about the actual number of properties that will not benefit from a superfast broadband connection.				
Ambitions for broadband speed have now moved to gigabit speeds with a Government “Project Gigabit” target of 85% of premises enjoying gigabit speeds by 2025.				
Task	Responsibility	Target	UDC Resources	External Funding
Monitor the delivery of the Gigaclear full fibre to the premises contract	EDO	Contract expiry date is 31/12/2021 Target of 98% of premises have superfast broadband available	£500,000 contract contribution – previously agreed	
Work with ECC to identify potential solutions for the	EDO	By 31/3/2022 plan in place with identified solutions to	Commission specialist resources to identify the	ECC / SFE / Digital Connectivity Strategy

remaining 2% who will not have access to superfast broadband by the end of 2021		ensure all properties have access to superfast broadband	missing 2% and possible solutions £10,000	
Collaborative working within the Essex + Herts Digital Innovation Zone (DIZ) to ensure local residents and businesses enjoy maximum benefit from superfast / gigabit broadband installation	EDO	Development and delivery of DIZ plans	£10,000 Partnership contribution	
NEEB Digital Support Project - to provide digital and e-commerce support to local businesses to include webinars, diagnostics and 1 – 2 – 1 advice.	EDO	No. business supported up to 31/3/2022 No. businesses safeguarded up to 31/3/2022		NEEB top sliced funds from ARG grant monies. Project life - 1/9/2021 - 31/3/2022
Increase availability of high-speed gigabit broadband in the district	EDO input through Superfast Essex Steering Board		Existing	
		TOTAL	£20,000	

Priority 2 – Information, Advice and Guidance				
Objective 2.1 – Promotion of national, regional, county and local initiatives				
Task	Responsibility	Target	UDC Resources	External Funding
Refresh www.uttlesford.gov.uk/business to ensure that all Council departments that work with local businesses provide quality 'of the moment' information with communication that is easy to access, relevant and helpful.	BSO working with all UDC departments whose work impacts on local businesses	Refresh of website completed to reflect "new normal" and needs of local businesses by 30/9/2021	Commission resources for refresh of current website £5k	
Ensure that www.uttlesford.gov.uk resident website has appropriate information and links to assist any resident to develop skills, start or run a business.	BSO	Evidence of relevant information included on UDC resident website	Existing	
Produce a series of informative e-newsletters that assist local business to grow and adapt following COVID-19, EU transition and into the 21st century.	BSO working with UDC Communications Team	Minimum of 12 e-newsletters during the year	Existing	
Use social media and press releases to disseminate	BSO working with town / parish councils	Evidence of use of social media and press releases to	Existing	

information as widely as possible		disseminate appropriate and relevant information		
Work with town / parish councils and village groups to disseminate communications as widely as possible. Currently 3 parish magazines receive materials directly from UDC to disseminate through their local media routes.	BSO / Ward Members	To increase number of parish magazines that directly receive information from UDC to disseminate via local magazine, social media groups etc. by 31/3/2022	Existing	
Use newspaper advertising to promote key messages and reach a wider audience.	BSO	Monthly newspaper adverts in Saffron Walden Reporter and Dunmow Broadcast	Apr - Dec 2021 - £4,950	
Adverts in Archant Residents' Quarterly magazine	BSO	Evidence of quarterly adverts	June 2021 - £500 Sep + Dec 2021 - £1,000 Total - £1,500	
Share NEEB Communications	ED / Communications Team	To promote NEEB business support activities	Existing	NEEB top sliced funds from ARG grant monies. Project life - 1/9/2021 - 31/3/2022
Promote NEEB funded Finance and Debt Management Support project and refer businesses as appropriate	BSO	No. businesses supported between 1/9/2021 – 31/3/2022	Existing resources to promote project	NEEB top sliced funds from ARG grant monies. Project life - 1/9/2021 - 31/3/2022
To promote NEEB specialist Import and Export advice, delivered through 1-2-1 and 1-2 – many sessions via webinars, events and training courses and refer	BSO	No. initial support sessions with local businesses No. engaged local businesses who currently trade internationally No. local business attendees at training courses No. local case studies	Existing resources to promote project	NEEB top sliced funds from ARG grant monies. Project life - 1/9/2021 - 31/3/2022

Ensure targeted promotional work is undertaken linked to specific projects or activities including developme, the Rebel Business School, ClickitLocal, CAB debt counselling service, Transitions Project, Touchpoint and other externally funded initiatives	BSO	Evidence of targeted communications as appropriate	£10k	
		TOTAL	£21,450	
Objective 2.2 Provision of information, advice and guidance to local businesses, start-ups and potential businesses				
Task	Responsibility	Target	UDC Resources	External Resources
Updated Business Support Guide up for distribution with business rates bills	BSO	No. Business Support Guides posted out with Business rates bills in March 2022	Existing	
Updated business support newsletter sent out with Council Tax bills, particular focus on home-based businesses and business start-ups	BSO	No. Business support newsletters posted out with Council Tax bills in March 2022	Existing	
Business Start-Up Guide produced and promoted as part of the business start-up actions included in see Objective 1.4	BSO	Guide produced and available through website and advertised through communications channels	Existing	
		TOTAL	£ ZERO	

Priority 3 – Skills and Training				
Objective 3.1 – Provision and promotion of initiatives to support local residents into work				
Task	Responsibility	Target	UDC Resources	External Resources
Provision of Developme project to support employability and job searching, being job ready skills	BSO	No. residents engaged with website resources by 31/3/2022	£12k pa	
Deliver information session to appropriate Council services to promote developme to residents in need of employability support inc. Youth, Housing, Benefits	BSO	Evidence of promotion of developme in Council activities and delivery of information session	Existing	
Tailor support offered by Developme to be relevant to needs of local residents	BSO	Ongoing until 31/3/2022	Existing	
Continue to lobby DWP for the delivery of a DWP presence in the Uttlesford district	EDO	Ongoing	Existing	
Promote the Transitions Project that offers support to unemployed residents	BSO	Evidence of promotional activity	Existing	
Support the establishment of the Touchpoint Project in Stansted Mountfitchet	EDO	Support in place to enable project to launch	£10k	
Commission skills audit to identify skills and training gaps	EDO	Report produced by 31/12/2021	£10k	

Promotion of Essex Jobs and Apprenticeships Fair	BSO	Virtual event to be held on 7/7/21	Existing	ECC Skills Commissioner organising
Promotion of North Essex Jobs and Apprenticeships Fair	BSO	Scheduled for October	Existing	ECC Skills Commissioner organising
		TOTAL	£32,000	
Objective 3.2 Promote and support initiatives to help young people into work				
<p>In April 2021 there were 320 young people aged 18 – 24 years who were claiming Universal Credit In Uttlesford district, or 5.6% of the resident population of the same age. This compares with 8.6% in the East of England or 8.9% in Great Britain.</p> <p>175 of these young people were aged between 18 and 21 years old, with 145 aged between 22 – 24 years.</p>				
Task	Responsibility	Target	UDC resources	External resources
Kickstart Scheme – work placements for 16 – 24-year-olds. Placement offers submitted to DWP who offer to suitable candidates	HR Team collating offers of placements ED link to ECC	Promotion of Kickstart Scheme internally and externally	Existing	Government funding to cover minimum wage, training, and mentoring costs
Promotion of apprenticeships schemes to help people back into work	BSO	Evidence of promotional work	Existing	
Recruitment of apprentice in ED Team	EDO working with HR Team	Recruitment of apprentice by 31/12/2021	Cost of salary from ED budget - £15,000pa / pro rata for 7 months - £8,750 Training costs from HR budget	
		TOTAL	£8,750	
Objective 3.3 Promotion of skills and training initiatives, including digital skills				
<p>The recent Ofcom Online Nation 2021 survey found that UK adults spent an average of three hours and 47 minutes online every day during the pandemic. Online shopping sales increased by 48% with food and drink sales growing the most. Communication at work and play</p>				

changed as workplaces were closed and travel was restricted. Zoom had extraordinary growth, from a few hundred thousand in the first two months of 2020 to 13 million in April and May.

The report also notes that while many benefited from access to the internet, it also meant that “lockdown had a greater effect on people who are digitally excluded”. It noted nearly one in five over-64s and roughly one in 10 in lower socio-economic households did not have internet access, turning a digital divide into a social one.

Task	Responsibility	Target	UDC Resources	External Resources
Promotion of Maybe* social media marketing training	BSO	Evidence of promotional activity by 31/3/2022	£5k current contract expires in August 2021	
Promotion of NEEB Digital Support Project	BSO	No. businesses supported between 1/9/2021 – 31/3/2022	Existing	NEEB top sliced funds from ARG grant monies. Project life - 1/9/2021 - 31/3/2022
Promote Essex Opportunities website which contains all training and skills offers	BSO	Evidence of promotional activity by 31/3/2022	Existing	
		TOTAL	£5,000	

Priority 4 - Creating Jobs / Inward investment				
Objective 4.1 Support the sustainable growth of existing businesses				
The Council has previously supported the growth of existing businesses, or encouraged new businesses to move into the district, through the use of a Business Development Discounted Business Rates Scheme. The scheme expired and new applications have not been accepted since 2017. This scheme could be resurrected as part of the business growth programme.				
Task	Responsibility	Target	UDC Resources	External Resources
Refresh the Business Development Business Rates Discount Scheme to support the sustainable growth of existing businesses	EDO	Scheme in place No. applicants 2021/22 No. successful applicants 2021/22	£60k	
Launch of grant scheme to support businesses planning to grow	EDO	Scheme in place No. applicants by 31/3/2022		ARG funds
		TOTAL	£60k	
Objective 4.2 Increase inward investment				
Task	Responsibility	Target	UDC Resources	External Resources
Keep the Innovation Core – prospectus up to date with available commercial land and development opportunities in Uttlesford district and trade shows	EDO	Prospectus kept up to date	Existing	
Membership of the UK Innovation Corridor	EDO	Ongoing participation	£10,000p.a.	
Contribution towards the Innovation Core Officer	EDO	Ongoing participation	£15,000p.a.	

Ensure commercial land is identified in the Local Plan	EDO	Ongoing collaboration with Local Plan Team to include commercial land	Existing	
Continue to build business case for business incubator hubs at CRP and elsewhere, and ensure inclusion in Local Plan	EDO	Ongoing collaboration with Local Plan Team to include commercial land	Existing	
		TOTAL	£25,000	

Priority 5 – Creating a “greener” local economy				
Objective 5.1 Support local businesses to address Climate Change issues				
Task	Responsibility	Target	UDC Resources	External Resources
Promote energy efficiency schemes to local businesses	BSO	Evidence of promotion of appropriate schemes	Existing	Externally funded “Make it Cheaper” schemes
Promote LoCase – grants programme for green projects – expiry March 2023	BSO	Evidence of promotion	Existing	LoCase grants
Promote water conservation initiatives to local businesses	BSO	Evidence of promotion	Existing	
Promote the transition to electric vehicles or hydrogen powered vehicles	BSO	Evidence of promotion	Existing	
		TOTAL	£ZERO	
Objective 5.2 Support the growth of businesses to maximise the opportunities of the green economy				
Uttlesford is a beautiful rural district, an area of outstanding natural heritage with a strong farming community, high quality agricultural land and the majority of the population living in small villages and hamlets.				
A sustainable local economy would provide local jobs for local people, local services to address the retrofitting challenges of the Climate Change agenda and provide opportunities for the research and development required to address key challenges in the longer term.				
Task	Responsibility	Target	UDC Resources	External Resources
Research opportunities to incentivise local businesses to become approved to deliver retrofitting services	Climate Change Project Officer / EDO	Research completed and proposals submitted by 31/3/2022	Existing	

		TOTAL	£ZERO	
Objective 5.3 – Research and develop plans to grow the green economy in Uttlesford				
Task	Responsibility	Target	UDC Resources	External Resources
Collaborate with University of Cambridge students on research project “how to grow a green economy in Uttlesford”	EDO	Completed report by 30/6/2021	Existing	
Follow up on initiatives identified in University of Cambridge students' report which contains recommendations as listed at the end of this section*	EDO	Proposals evaluated by 31/3/2022	Existing	
Work with partners inc. Writtle University College, Uni of Essex to investigate future options for collaborative projects, possibly including agri-tech	EDO	Meetings held to discuss future work options	Existing	
Schools competition with Writtle Uni with Agri-tech challenge involving 4 secondary schools in Uttlesford	EDO	Schools competition planned for 21/22 school year	£8,000	ECC Skills Commissioner
Promote the iConstruct project re: new methods of construction	BSO	Evidence of promotional work	Existing	
		TOTAL	£8,000	

“How to build a green economy in Uttlesford” Recommendations

1. Build green business incubator and network
2. Build strategic partnerships for lithium recycling plant
3. Connect with Hydrogen Research Network
4. Improve cycling infrastructure
5. Establish management of Green Festival

Management of the Economic Recovery Plan				
Task	Responsibility	Target	UDC Resources	External Funding
Collect date from BankSearch	EDO		£2,000	
Collect footfall data	EDO			RHSS / WBF
Collect unemployment data	EDO		Existing	
Collect car parking ticket sales data	BSO		Existing	
Collect vacant premises in town centres data	EDO		Existing + Business Rates Team	
Collect data from website	EDO		Communications Team / Webmaster	
Production of ED Strategy	EDO	ED Strategy for 2022 – 2? in place by 31/3/2022	Existing	
Collection of case studies	EDO		Existing	
Staff development	EDO		£2,000	
		TOTAL	£4,000	

Proposed Spend Profile by Priority and Objective	
Priority / Objective	Proposed spend
Priority 1 – Business Engagement and Support	
1.1 Support businesses already located in Uttlesford district	£51,050
1.2 Support businesses in sectors hardest hit by the COVID-19 pandemic	£35,000
1.3 Foster the development of existing town centres as vibrant locations for business and leisure	£67,520
1.4 Support business start-ups and pre-starts	£10,000
1.5 Work with partners to ensure the residents and businesses across the district benefit from the delivery of superfast broadband	£20,000
	PRIORITY 1 TOTAL
	£183,570
Priority 2 – Information, Advice and Guidance	
2.1 Promotion of national, regional, county and local initiatives	£21,450
2.2 Provision of information, advice and guidance to local businesses, start-ups and potential businesses	£ zero
	PRIORITY 2 TOTAL
	£21,450
Priority 3 – Skills and Training	
3.1 Provision and promotion of initiatives to support local residents into work	£32,000
3.2 Promote and support initiatives to help young people into work	£8,750
3.3 Promotion of skills and training initiatives, including digital skills	£5,000
	PRIORITY 3 TOTAL
	£45,750
Priority 4 – Creating Jobs / Inward investment	
4.1 Support the sustainable growth of existing businesses	£60,000
4.2 Increase inward investment	£25,000
	PRIORITY 4 TOTAL
	£85,000
Priority 5 - Creating a “greener” local economy	

5.1 Support local businesses to address Climate Change issues	£ zero
5.2 Support the growth of businesses to maximise the opportunities of the green economy	£ zero
5.3 Research and develop plans to grow the green economy in Uttlesford	£8,000
	PRIORITY 5 TOTAL
Costs of management of Delivery Plan	£4,000
	OVERALL TOTAL
	£347,770

Actions identified in Economic Recovery Plan that are not included in the Delivery Plan		
Section of Economic Recovery Plan	Removed action	Reason / Replacement
Business Engagement / Planned activities	Establish a closed Facebook group for Uttlesford businesses	Exploring the option of using LinkedIn as a better route to contact with businesses
Business Engagement / Proposed additional Recovery Plan activities	Recruitment of Business Engagement and Social Media Officer	Business Support Officer recruited. Looking to recruit additional officer whose remit will include social media activity
Skills and Training / Planned activities	ECC to commission EMSI to produce report on skills of local unemployed people	Not commissioned. UDC to identify options to compete this piece of work. Action included in the Delivery Plan.
Skills and Training / Additional Recovery Plan activities	Establish a Support Providers Coordination Group	Need a review of existing multiagency groups with a view to establishing a group to take on role of coordinating skills and training across the district
Skills and Training / Additional Recovery Plan activities	Coordination of all employability support projects across the district to ensure that all residents have access to high quality provision that meets their needs	CVSU have a project with an employability element. Saffron Walden Transitions have reported very few requests for help. Stansted touchpoint not yet up and running.
Skills and Training / Additional Recovery Plan activities	Support to create more sustainable businesses e.g Core	Longer term aim. Not considered appropriate for recovery phase.
Skills and Training / Additional Recovery Plan activities	Use of a local Employment Code and local Procurement Policy and of a feeder network, paid for by a donation / levy on developers for a member of staff to coordinate.	Longer term aim. Not considered appropriate for recovery phase.
Creating Jobs / Inward Investment	Direct investment	Longer term action
Creating Jobs / Inward Investment	Develop plan for growth of rural economy	Longer term action
Creating Jobs / Inward Investment	Partnership contribution to NEEB	Not required in 21/22
Creating Jobs / Inward Investment	Commission life sciences expertise to attract life sciences businesses to CRP	Currently activity being delivered by Innovation Core

Glossary

ABS	Essex County Council grant funds, processed alongside the Additional Restrictions Grant
ARG	Government discretionary business support grant known as the Additional Restrictions Grant
BSO	Business Support Officer
CAB	Citizens' Advice Bureau
CRP	Chesterford Research Park
DIZ	Essex + Herts Digital Innovation Zone
DIZ SIG	Essex + Herts Digital Innovation Zone Special Interest Group
ECC / SFE	Essex County Council / Superfast Essex
EDO	Economic Development Officer
EBAF	(Essex County Council funded) Essex Business Adaptations Fund
ECC	Essex County Council
GAP	Grant Action Plan
GDTC	Great Dunmow Town Council
GDTT	Great Dunmow Town Team
ONS	Office for National Statistics
NEEB	North Essex Business Board
RHSS	Re-opening the High Streets Safely Fund
SWBID	Saffron Walden Business Improvement District
SWTC	Saffron Walden Town Council
SWTIC	Saffron Walden Tourist Information Centre
WBF	Welcome Back Fund

Agenda Item 7

Committee:	Scrutiny Committee	Date:
Title:	Stansted Airport Appeal - request from Full Council	Thursday, 17 June 2021
Report Author:	Richard Auty, Assistant Director - Corporate Services rauty@uttlesford.gov.uk	

Summary

1. This report follows the request by Full Council for Scrutiny to consider a review of the Stansted Airport Application Appeal process.

Recommendations

2. It is recommended that:
 - Members decide whether to conduct a review and if so
 - Whether they wish to establish a Task and Finish Group
 - Establish the membership of that group
 - Request the Task and Finish Group bring back terms of reference for approval by this committee by no later than the September 2021 meeting. If necessary, an additional meeting in July or August can be arranged
 - Request that the Terms of Reference include details of the proposed external support

Financial Implications

3. The external support is expected to cost in the region of £15,000 to £30,000. This is additional unbudgeted expense.

Background Papers

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

None

Impact

5.

Communication/Consultation	None for the purposes of this report
Community Safety	None
Equalities	None
Health and Safety	None
Human Rights/Legal Implications	The Stansted appeal is still live
Sustainability	None
Ward-specific impacts	None
Workforce/Workplace	None

Situation

6. At the meeting of Full Council on 7 January the following resolution was passed:

“As all Members will be aware, it is unconstitutional for Members to direct officers on legal matters, including upon planning appeals. However it is agreed that it is vital that Members are able to question Council officers and their representatives fully about the Stansted Airport planning appeal process.

Council therefore calls for a full debate, by way of a further member briefing, allowing for additional full and democratic questioning concerning the appeal process, to take place immediately on conclusion of this council meeting. The briefing shall relate to the current status and process that has been followed by the Council’s Defence Team since January 2020 in order that members and officers may engage collectively and fully to further the understanding of all members.

The objectives of such a briefing would be to satisfy the Council of the soundness and objectives of the process to date and henceforth intended.

Furthermore, Council calls on the Scrutiny Committee, at the appropriate time, to consider whether there is a need to initiate a Member-led review and, if so, to engage with the Planning Advisory Service (PAS) or similar body to audit and scrutinise the process which commenced under the previous Administration in 2018.”

7. On 26 May 2021 the Stansted Airport Planning Appeal decision was announced with the Council losing the appeal and having full costs awarded against it.

8. The appeal is still 'live' as there are options open to the Council including Judicially Reviewing the decision. Therefore this work, should the committee agree it should be done, cannot proceed in any meaningful way as yet. However, it is felt that this committee can at least decide on the question put to it by Full Council.
9. Members should be mindful of advice previously given by the Centre for Public Scrutiny (now the Centre for Governance and Scrutiny). This advice, which was identical to advice given to members by the Council's previous Monitoring Officer (see link below), was that while there was real merit in reviewing the council's approach to major planning applications generally, using the Stansted application as an example, it was not within the gift of the committee to review the Stansted application/decision itself.
10. The Monitoring Officer's report on this matter, which preceded the CfPS advice, can be found on the agenda of the Extraordinary Scrutiny Committee meeting on 15 January 2019 here:
<https://uttlesford.moderngov.co.uk/documents/s9735/Scoping%20covering%20report.pdf>
11. The review of major planning applications, commissioned with the Planning Advisory Service and agreed by the current Scrutiny Committee in June 2019, was a response to the request for a review. However, as the committee is aware this review has been subject to delay caused mainly by the Covid 19 pandemic. In addition, PAS has confirmed it is unable to release its detailed findings while the Stansted appeal is still live.
12. Officers continue to work with PAS to produce some more general observations/recommendations which will inform the now-separate major planning applications scrutiny review.
13. All this said, officers do recognise the importance of the Stansted Airport application and appeal to the council and to the community and understand why members continue to press for a review.
14. The final paragraph of the Full Council decision sets out the debate for this committee.

"...Furthermore, Council calls on the Scrutiny Committee, at the appropriate time, to consider whether there is a need to initiate a Member-led review and, if so, to engage with the Planning Advisory Service (PAS) or similar body to audit and scrutinise the process which commenced under the previous Administration in 2018"

15. There is some ambiguity that will need to be resolved. The 'process' is clearly, as referred to earlier in the decision, the appeal process. However, that did not start under the previous administration, but rather it commenced after the refusal of permission in January 2020. It may however be appropriate for any review to look at the decisions made between the initial approval and subsequent refusal of the application.

16. If the committee decides that a Task and Finish Group is the appropriate approach several things need to be put in place:

- The membership needs to be confirmed
- A Lead Officer will need to be appointed; this would likely be the Monitoring Officer
- Terms of Reference would need to be developed by the group along with a proposed timescale. Consideration must also be given as to the purpose of the review, given the unique nature of this application and how far any lessons learned may be applicable to other major planning applications
- The group would also need to interview and recommend to the committee a suitable external expert to work with the investigation

17. The timescale will need to reflect both the wish for an early report but also the significant amount of work that will need to be undertaken by the appointed external investigator and the group. It is important that the Terms of Reference reflect the full scope of the work and that all involved stay within the boundaries of them. The exact role of the Task and Finish Group, given the requirement for an external investigator, will also need to be confirmed.

Agenda Item 8

Committee:	Scrutiny	Date:
Title:	Work Programme 2021/22	17 June 2021
Report Author	Richard Auty Assistant Director – Corporate Services	

Summary

1. This report presents the outcome of the work planning process and the resulting work programme for 2021/22.
2. The committee approved the process earlier this year and all members of the committee have had equal opportunity to feed into it.

Recommendations

3. The committee is asked to approve the work programme.

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 were previously advised they could consult with colleagues over possible topics Cabinet and Corporate Management Team were consulted All committee members were given the opportunity to longlist and shortlist suggestions
Community Safety	None
Equalities	None
Health and Safety	None

Human Rights/Legal Implications	None
Sustainability	None
Ward-specific impacts	None
Workforce/Workplace	None

Situation

7. The Scrutiny Committee did not have a formal work programme in place for 2020/21 due mainly to the impact of the Covid-19 pandemic on resources as the council had to deal with the emergency response and maintain normal council business as far as possible. The committee managed its business well during this very difficult time, although several work streams were slow to progress.
8. In March 2021, the committee approved a methodology for devising its 2021/22 work plan. It was considered beneficial to have a more structured work programme in place with clearly defined topics, timescales and methods. Such a work programme would ensure sufficient time is spent on matters that the committee considers most important and would prevent 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 were delivered in a timely manner.
9. The approved approach was based on advice from the Centre for Governance and Scrutiny (CfGS) and has been used elsewhere.
10. Members were asked to submit possible scrutiny topics. These were then sent back out with an agreed scoring methodology. There were 19 areas of work on this longlist although one has subsequently been removed due to the work already taking place elsewhere.
11. The scores from those members of the committee who responded have now been collated which makes it possible to build a work programme for this council year. It is attached as Appendix A. This work programme is for the non-Local Plan Scrutiny work. The Local Plan is subject to separate arrangements and additional meetings.
12. It is not possible for the committee to include every topic suggested in its work programme; it is better to do fewer things well. What the shortlisting process allows is that if the top-rated topics are concluded, there is a reserve list of other topics, so the next highest scoring topic can be added to the work programme.
13. The work programme has been built to allow a reasonable amount of time for debate in meetings and a reasonable amount of time for work between meetings to be carried out, where that is relevant.

14. The longlist included all matters that the committee would usually consider during the normal course of business, such as the budget and the corporate plan. This was in order to understand their relative importance compared to other areas of potential work.
15. Each of these “standard” items actually scored quite highly compared to the other topics so all are included in the work programme.
16. The airport fly-parking review, which was agreed pre-pandemic but has gained little traction since, was not scored as a particular priority by committee members (10th out of 19 suggestions) so it is proposed that this work ceases in favour of other work considered more of a priority.
17. One suggestion, although scoring highly, has not been included in the work programme. It was around scrutiny of the council’s current investment portfolio and has not been included for two reasons. Firstly, this is work that is already carried out by the Investment Board through a quarterly report. The suggestion also made reference to considerations regarding future investments; however no further investments are currently planned.
18. With regard to Stansted Airport, which is now a matter separate to the major planning applications task and finish group, this is the subject of a report elsewhere on the agenda. It has not for now been timetabled as it requires a member decision as to whether the committee wishes to proceed. If it does, then reports will be scheduled accordingly on the work programme.

19. The five highest priority areas of work are:

	Title	Description	Officer comment from longlist document
1	Post-Covid economic recovery (CMT suggestion) (Committee member suggestion)	How the council can support businesses during a time of transformation in response to ongoing risks	There is a significant budget attached to this workstream. Scrutiny has previously received updates from the portfolio holder. It is included here to understand its relative importance to the committee compared to other potential areas of work
2	Major planning application processes (Existing workstream)	Are there improvements to the processes for determining major planning applications?	Members are aware of the current restrictions with regard to progressing this,

			including the review from PAS remaining unpublished. As Members have focused on the 2018 planning application for Stansted Airport, this will not be concluded until the appeal has been determined and any challenge has been resolved.
3	Corporate Plan/Delivery Plan (Existing workstream)	Assess what the council's priorities will deliver for the district. Are there achievable, measurable objectives?	This was the subject of two calls during 19/20. Scrutiny has already requested to see the mid-year review. It is included here to assess its relative importance against other areas of work.
4	The deliverability of the Climate Change action plan (CMT suggestion) (Committee member suggestion)	This is a priority area of work for the executive. Are there measurable objectives that will deliver the best outcomes for the money spent?	Scrutiny has previously studied the Climate Change Strategy and has requested to see the action plan. A focus of the action plan will be what can be achieved through a review of the objectives for all the council's capital and revenue budgets
5	MTFS/Budget (Existing workstream)	Is the council in a robust financial position? Is it allocating resources appropriately? How well does the budget and MTFS underpin the priorities set out in the	Pre-scrutiny of the budget and MTFS is an established part of the committee's work. It is included here to assess its

		corporate plan?	relative importance against other areas of work.
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20. With regard to the major applications item above, the intention is that this review will look at broad recommendations from the Planning Advisory Service, subject to their agreement that they can produce such recommendations, and work with officers to find the most effective way to implement them in the council.

21. The next five priority areas are below. It is not practical to timetable all of these. For now only the first suggestion on the list has been included in the work programme.

	Title	Description	Officer comment from longlist document
6	EELGA review of the Planning Service (Committee member suggestion)	A review of the recommendations stemming from the review of the planning service, once published.	The review panel's advice is being developed into an action plan by the Director of Public Services. An external consultant is being engaged to support implementation and integration with the Uttlesford Moving Forward programme customer strategy and digitisation workstreams It is important that any scrutiny review does not hold up implementation; it may be useful to schedule some time down the line to assess progress and impact
7	Local Highways Panel (committee member)	Committee member comment: The four District Councillors do not get the chance to put forward projects in	The outcome of the recent county council elections will give the Administration

	suggestion) (Cabinet suggestion)	their Ward as these are dictated by County. This would allow the panel to vote on more urgent/specific to area issues.	greater opportunity to influence the prioritisation of projects in the local highways panel. This will require though the Council to provide funding, which will be matched by ECC up to a maximum of £200K in the current FY and £200K in each of the next two FYS
8	Services provided to residents by other agencies (for example Essex County Council, the Police and Fire Commissioner, West Essex CCG)	Is Uttlesford getting an appropriate level of service	If looking beyond ECC services Scrutiny could, for example, request the PFCC's plan and see how well it responds to issues on Uttlesford. Please be aware that the Community Safety Partnership, on which the Council is represented, exists to agree priorities with the PFCC.
9	Airport Fly-Parking (Existing workstream)	As per agreed terms of reference	Progress has been limited. It would be helpful if Scrutiny could reaffirm commitment to this, or otherwise. Is it of sufficient importance in the context of significantly depressed passenger throughput and airport operator focus on business recovery to take priority over other suggestions?

10	Recycling rates (CMT suggestion)	Our rate of recycling has stayed stubbornly steady; might it be a useful piece of work for scrutiny to see how we move it on?	The government's Waste and Resources Strategy will have significant implications for the council's role as waste collection authority and its interaction with ECC as waste disposal authority. It has set an ambitious time frame for implementation of new national policy in 2023. New Producer responsibility and standardised waste collection proposals will affect the waste streams collected by the council including the recycling rate.
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22. Members should note that half of the items in the remaining four meetings of this year relate to services within a single department (Planning). This will increase should members decide to proceed with the Stansted Airport proposal and is in addition to the regular Local Plan Scrutiny meetings. It is important to consider this when making requests for senior officer time to support this work.
23. It should also be noted that task and finish groups can require considerable officer support. Subject to the decision regarding Stansted Airport, there would be two task and finish groups operating (Stansted and Major Applications) and at least one of these should be concluded before another task and finish group is set up.
24. The remaining eight suggestions from the longlist, which attracted the least support, are not included in this report as it is highly unlikely the committee would get to them this year, but details are available from the report author on request.

Risk Analysis

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Risk	Likelihood	Impact	Mitigating actions
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The committee does not agree this work programme, leading to an ad hoc approach to work in 2021/22.	1 – the committee has previously acknowledged the need for a work plan and approved the methodology	2 – Scrutiny would be less likely to add value and may not focus on the most important priorities	All members have been given the opportunity to take part in the work planning process.
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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.

Scrutiny Work Programme 2021/22

25 May 2021	17 June 2021	23 September 2021	18 November 2021	3 February 2022	10 March 2022
Planning obligations Task and Finish Group final report	Work Planning Final Report	Mid-year review of the Corporate Plan Delivery Plan	Planning Obligations – review of implementation	Corporate Plan	Corporate Plan Delivery Plan 2022/23
Scrutiny Annual Report	Stansted Airport	Major Planning Applications progress report	Economic Development Recovery plan review of progress	Medium Term Financial Strategy	Climate Change Action Plan review of progress
Work Planning update	Economic Development Recovery Plan	Climate Change Action Plan	Major Planning Applications final report	2022/23 Budget	Scrutiny Annual Report
		Planning Service Review report			Economic Development Recovery plan review of the year and look forward to 22/23
					Work Planning 2022/23

*Stansted Airport reports may need to be added to this work programme