



Public Document Pack

Uttlesford District Council

Chief Executive: Peter Holt

Scrutiny Committee

Date: Tuesday, 23rd November, 2021

Time: 7.00 pm

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

Chairman: 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, and encouraged to attend the meeting via Zoom to readout their questions or statement themselves. For further information, please see overleaf. 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** 5 - 10
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** 11 - 15
To receive the updated Cabinet Forward Plan.
- 6 Scrutiny Work Programme** 16
To receive the Scrutiny Work Programme.
- 7 Climate Change Action Plan** 17 - 46
To consider the Climate Change Action Plan.
- 8 Implementation update - Planning Service Review** 47 - 52
To consider the Implementation Update of the Planning Service Review.
- 9 Economic Recovery Plan Delivery Plan** 53 - 69
To consider the Economic Recovery Plan Delivery Plan.

10 Exclusion of the Public and Press

Consideration of an item containing exempt information within the meaning of section 100I and paragraph 5 part 1 Schedule 12A Local Government Act 1972, in respect of which a claim to legal professional privilege could be maintained in legal proceedings.

PART 2

Exclusion of Public and Press

11 Stansted Airport Appeal Review

To consider the Stansted Airport Appeal Review (report to follow).

MEETINGS AND THE PUBLIC

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 510 369/410/548 who will advise on the options available.

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 510369/410/548 as soon as possible prior to the meeting.

For information about this meeting please contact Democratic Services

Telephone: 01799 510369, 510548, 510410 or 510467

Email: Committee@uttlesford.gov.uk

General Enquiries

Council Offices, London Road, Saffron Walden, CB11 4ER

Telephone: 01799 510510

Fax: 01799 510550

Email: uconnect@uttlesford.gov.uk

Website: www.uttlesford.gov.uk

**SCRUTINY COMMITTEE held at COUNCIL CHAMBER - COUNCIL OFFICES,
LONDON ROAD, SAFFRON WALDEN, CB11 4ER, on THURSDAY, 7
OCTOBER 2021 at 7.00 pm**

Present: Councillor N Gregory (Chair)
Councillors G Driscoll, R Jones, G LeCount, G Sell and
J De Vries

Officers in attendance: R Auty (Assistant Director - Corporate Services), C Edwards
(Democratic Services Officer), R Harborough (Director - Public
Services), P Holt (Chief Executive) and A Webb (Director -
Finance and Corporate Services)

SC24 APOLOGIES FOR ABSENCE AND DECLARATIONS OF INTEREST

The Committee welcomed the new Chief Executive to the Council and there was a unanimous vote of thanks to Roger Harborough for all the work he had put in over the years.

Apologies were received from Councillors A Coote, C Criscione, V Isham, and P Lavelle.

SC25 MINUTES OF THE PREVIOUS MEETING

The minutes of the meeting held on 17 June 2021 were approved and would be signed by the Chair as a correct record at the next opportunity.

SC26 CABINET FORWARD PLAN

The Chair said that there was concern about the £20 cut to Universal Credit and the impact on residents. He said that the Local Council Tax Support scheme was the most generous in the County but asked if Cabinet would reconsider the scheme to make it even more generous. The Leader agreed to take this into account when the scheme was discussed.

The Chair asked if Councillor Freeman could provide a note to the Committee regarding the North Essex Parking Partnership and whether the new agreement would be on more advantageous terms.

SC27 SCRUTINY WORK PROGRAMME

The Chair asked that the Executive considered comments on and reservations about the early draft Climate Change Action Plan that had been published for a working group meeting, as this would not be looked at by Scrutiny until the 18th November meeting.

Councillor Reeve presented the progress on the Corporate Plan Delivery Plan and said that each action identified had a text update setting out the latest position. The business-as-usual items had almost completely been removed. He highlighted the following:

- Good progress had been made on the Local Plan.
- The East of England Local Government Association report on Planning Services had been issued.
- The main beneficiary of the Sports Field Grant allocation had been Saffron Walden Football Club in this calendar year.
- Progress had been made against the Economic Development Recovery Plan.
- The Climate Crisis strategy document had been published and the action plan would come to Scrutiny next month.
- The Saffron Walden Castle had been reopened to the public and taken off the 'at risk' register.
- The Investment Portfolio was on track for completion with a balanced budget.
- Uttlesford Moving Forward was progressing well.

The annual update of the Corporate Plan and the Delivery Plan continued, and the Committee's comments would be taken into account in the update.

The Chair asked why there was such a disparity in the responses.

Councillor Reeve took responsibility for the responses and said he would make sure that future comments were more comprehensive and uniform.

The Chair agreed to send examples by e-mail of comments that he thought needed more detail.

Councillor Sell gave an example in the section 'Progressive Custodian of Our Rural Environment' on page 44 under 'Work with others to increase access to the heritage and history of our district.' He said that the Walden Castle project was the only aspect mentioned under that section and therefore missed out other museums in the area.

Councillor Reeve said that the Walden Castle project was the activity selected for this year and therefore progress had been reported. He said in the next year's delivery plan, other areas could be highlighted for action, and he asked that the Scrutiny Committee made suggestions.

He said that he had been requested by the Committee at previous meetings to keep the report shorter and therefore on-going progress on day to day items such as the Heritage Asset List and Assets of Community Value were not included in the report.

Councillor Driscoll asked how the decision was made regarding the Great Canfield Depot, page 38, and the option to use hydrotreated vegetable oil in the fuel tanks. He also asked to see the report on solar panels being installed on HGV vehicles.

Councillor Reeve said that the tanks would be suitable for whatever fuel was chosen and these decisions were being made to improve the green credentials of the Council.

The Chair proposed to accept the report, he said that it was a considerable improvement on both previous reports. He thanked all the staff that worked on the plan. The Committee agreed unanimously to accept the report.

RESOLVED to note the progress against the Delivery Plan for 2021-22 and to provide comment to Cabinet.

SC29 **REVIEW OF THE PLANNING SERVICE**

The Chair asked the Committee to focus on how to move forward and to address and resolve problems rather than discuss what had happened in the past.

He said the report showed how difficult it was for residents to contact the department and be involved with the planning process.

Councillor Evans said that the Planning Service was a corporate function, which was vital to get right.

He said that there were 8 recommendations directed at each of the main bodies, (Members, the Executive and paid staff). He said the steps taken so far were shown on page 57, number 13 onwards. He highlighted the following: -

- Recruitment was completed or underway for: -
 - a Transformation Lead Officer, Jeanette Walsh.
 - a temporary Director - there were 3 individuals being considered.
 - two Specialist Planning Lawyers
 - two Principal Planning Officers
- Work had started on the Section 106, planning obligations.
- Work had been undertaken regarding Idox.
- The Planning Committee had started work on a new report format, the working party of the Planning Committee would be regularised.
- Work continued as part of a partnership approach, to develop the model Memorandum of Understanding for landowners and developers of larger sites.
- Work had been undertaken with Highways England and Essex County Council.
- Community engagement progressed including with the third tier Councils.

He said he would come back to the Committee in 6 months with a full report and a plan to be achieved but he could not give specifics at this meeting of what recommendations would be completed or by when.

The Chief Executive said that he had received a letter from the Department for Levelling up, Housing and Communities. The Council had exceeded the threshold for major applications lost at appeal. This was not disputed or unexpected. There was already the review of planning underway, and the Government required the commitment of the Council and an action plan to get back on track. He said the solution would require change throughout the service, and did not relate to a small section of people but was a team challenge and required a team solution.

Councillor Le Count said he was concerned about the Council's action plan and thought a review in 6 months was too late. Members agreed. The Chair said he wanted to see a detailed action plan with timelines, budget, who and how it would be managed, who would be accountable, how it would be monitored and how success would be determined.

Councillor Evans said there was a skeleton action plan from page 22 onwards, actions were identified and would be implemented.

He said the Transformation Lead Officer would be reporting every fortnight to him and the Chair of Planning Committee setting out accomplishments and seeking support on any how to resolve them.

Councillor De Vries left the meeting at 8pm.

In response to a question from Councillor Sell, the Director of Finance and Corporate Services confirmed that the report was incorrect and confirmed that the base budget had increased year on year. In response to a further question from the Chair he said that the rise was at least inflationary, including staff salaries and that the 2018 review had built in extra roles with growth over and above inflation in some years.

Councillor Lees said that the report covered the planning review in 2018 specifically on page 76 and more broadly on pages 72 to 80.

Councillor Evans reiterated that responsibility was with the body corporate and not just one aspect of the Council or the Planning Service.

Councillor Sell said there was no accountability if everyone was responsible.

Councillor Evans said he was not seeking to avoid responsibility but there was a myriad of reasons why the service had not performed as it should. He said it was his responsibility to implement the recommendations in the report and he would be accountable for that process.

Councillor Jones suggested that this was brought back to a future Scrutiny Committee to see what progress had been made. He said he could not scrutinise what could or may happen in the future.

Councillor Driscoll asked when there would be a full enforcement team and stressed the importance of this element of the Planning Service.

The Director of Public Services said a comprehensive report including accountability and a clear detailed programme would take time. He said Enforcement was part of the action plan but there were competing priorities. He recognised the importance of this aspect of the service.

In response to a question from Councillor Sell, Councillor Lees said she had spoken to Councillor Hargreaves who had confirmed that the extra money required for the implementation of the recommendations had been accounted for and would be made available.

The Chair summarised the discussion. He said it was important that residents received the best possible service in the future. He said there needed to be clarity on who would take responsibility for the delivery of the service although he recognised that there was an element of corporate responsibility. He said there also needed to be an understanding of how the recommendations would be implemented.

Councillor Evans agreed to provide a brief implementation plan at the November Scrutiny Committee that set out levels of responsibility and included estimated timelines. He also agreed that a more comprehensive plan would be provided for the February Scrutiny Committee.

The Committee voted unanimously in favour of remitting the report to Cabinet.

RESOLVED to consider the report, its findings and recommendations, and to offer comment to the Cabinet on its content.

SC30 **STANSTED AIRPORT APPEAL REVIEW - VERBAL UPDATE**

Councillor Le Count was concerned that the members of the working party set up to review the appeal would struggle to be impartial given the Member motion of no confidence at the Council meeting the previous day.

It was a cross party group of:-
Councillor Fairhurst
Councillor Criscione
Councillor Khan
Councillor Coote
and himself, Councillor Le Count

He asked for some advice on how to progress.

There was discussion and Members, and Officers made the following points:

- The review must be objective.
- In response to a question from Councillor Sell, the Chair said that there would be independent advice provided to the group and Full Council had approved this way forward.

- The Assistant Director – Corporate Services said that the Monitoring Officer had a call booked with the Local Government Association on Monday to find an independent consultant to steer the work undertaken by the group.
- The Chief Executive said because the working group did not have decision making powers, predetermination was not necessarily a disqualifying factor. He said that any member who had voted at Full Council could be seen to have predetermined views. He said that it was up to the Scrutiny Committee to decide if the working group membership needed to be changed. He said that there would be some objectivity of information through the independent advice and the Lead Officer (who was the Monitoring Officer).
- Councillor Lees said that the working group was looking at facts which were difficult to be manipulated for political gain.

Following a suggestion from the Chief Executive, the Chair put forward that another member was added to the group to improve the perception of fair representation of political views. Councillor Jones volunteered to be the extra member of the working group.

The meeting ended at 9.00pm.

UTTLESFORD DISTRICT COUNCIL DRAFT 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
Car Parking Christmas Incentives	Cabinet	2 Dec	Change to car parking tariffs for December to encourage people to shop in the local areas	No	Open	Portfolio Holder for the Economy, Investment and Corporate Strategy, 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
Housing Strategy 2021-26	Cabinet	2 Dec	<p>To consider Uttlesford District Council's Housing Strategy 2021-26.</p> <p>The Housing Strategy will stand alongside the Housing Revenue Account (HRA) Business Plan, Homelessness and Rough Sleeping Strategy and the council's Corporate Plan 2021-2025 and sets out the main housing related issues and how the council plan to deliver its key priorities and objectives in response to identified issues over the next five years.</p> <p>The strategy also looks at the national and local context against a backdrop of fundamental change both nationally and locally as well as the added uncertainty surrounding the impact of the Covid-19 pandemic and the timespan for the economy to fully recover from it.</p>	Yes	Open	Portfolio Holder for Housing and Health	Judith Snares, Housing Strategy and Operations Manager jsnares@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
Proposed North Essex Parking Partnership Agreement	Cabinet	2 Dec	To consider the proposed North Essex Parking Partnership Agreement which will start 1/4/2022	No	Open	Portfolio Holder for Council and Public Services	Linda Howells, Business Support Officer lhowells@uttlesford.gov.uk
Budget 2021/22 Forecast Outturn Quarter 2	Cabinet	11 Jan	A predicted forecast spend position for General Fund, Housing and Capital	No	Open	Portfolio Holder for Finance and Budget	Angela Knight, Assistant Director - Resources aknight@uttlesford.gov.uk
Report to approve a new Forward Plan 2021/22 – 2025/26 for Saffron Walden Museum	Cabinet	11 Jan	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 Sports, Leisure, Education and the Arts	Carolyn Wingfield, Curator - Saffron Walden Museum cwingfield@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
Climate Change Action Plan	Cabinet	11 Jan	To consider the Climate Change Action Plan.	No	Open	Portfolio Holder for Environment and Green Issues; Equalities	Chloe Fiddy, Climate Change Project Officer CFiddy@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	Peter Holt, Chief Executive pholt@uttlesford.gov.uk
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	Peter Holt, Chief Executive pholt@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
Implementation update - Planning Service Review	Cabinet	10 Feb	To receive a progress update on the implementation of recommendations arising from the Planning Service review.	No	Open	Portfolio Holder for Planning and the Local Plan	Jeanette Walsh, Planning Transformation Lead jwalsh@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 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	Peter Holt, Chief Executive pholt@uttlesford.gov.uk

Scrutiny Work Programme 2021/22

25 May 2021	17 June 2021	7 October 2021	23 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	Economic Development Recovery plan review of progress	Corporate Plan	Corporate Plan Delivery Plan 2022/23
Scrutiny Annual Report	Stansted Airport	Planning Service Review report	Climate Change Action Plan	Medium Term Financial Strategy	Climate Change Action Plan review of progress
Work Planning update	Economic Development Recovery Plan	Stansted Airport appeal review update	Planning Service Review – implementation update	2022/23 Budget	Scrutiny Annual Report
					Planning Service Review – action plan and implementation update
					Economic Development Recovery plan review of the year and look forward to 22/23
					Work Planning 2022/23

Committee: Scrutiny

Date: Tuesday 23
November 2021

Title: Climate Change Action Plan

Report Author: Chloë Fiddy

Climate Change Project Officer

Summary

1. Uttlesford District Council declared a climate emergency in 2019 and we have pledged to take local action to prevent a climate and ecological catastrophe through the development of practices and policies which aim to achieve net-zero carbon status by 2030 and to protect and enhance biodiversity in the district.
2. This Climate Change Action Plan (CCAP) is the vital next step in moving on from a statement of intent and overall approach, and into specific actions.

Recommendations

3. To consider and comment on the draft Climate Change Action Plan detailed in APPENDIX 1 and note progress on the actions therein.
4. To note the achievements made since declaration of the Climate and Ecological emergency in 2019 as set out in APPENDIX 2

Financial Implications

5. The Council has agreed a specific climate change budget of £1,000,000 budget over 3 years.
6. To date £10,000 of the climate Change budget has been committed or spent.
7. External funding totalling £260,000 has also been secured.

Background Papers

8. 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:
Climate Change Action Plan, Climate Change Strategy

Impact

- 9.

Communication/Consultation	The Climate Change Action Plan has been reviewed by the Climate Change Working Group
Community Safety	None
Equalities	None
Health and Safety	None
Human Rights/Legal Implications	None
Sustainability	Improves sustainability
Ward-specific impacts	None
Workforce/Workplace	None

Situation

10. The Council declared a climate and ecological emergency in 2019 and immediately established a cross party Climate Change Working Group and was tasked with developing the Climate Change Strategy and Climate Change Action Plan (CCAP). The working group was attended by a range of community stakeholders in order to capture a diverse range of views and expertise.
11. The Climate Change Strategy defined the Council's ambition to achieve net-zero carbon status by 2030 and to improve biodiversity and was published in September 2020.
12. The working Group then set about the development of the CCAP which provides detail on the delivery of projects designed to mitigate and adapt to the impacts of climate change in Uttlesford. The draft CCAP is attached as APPENDIX 1.
13. The CCAP has been developed to be an ambitious document that contains a mixture of projects. Where the Council has direct control over the project and outcomes, these tasks are described as in-house. If the project relies on partnership working, persuasion or influencing / campaigning, these are described as partnership tasks.
14. Some of projects suggested in the CCAP are of a scale, particularly financially, that they require a business plan and must go through the Council's governance process for prioritisation and approval. Wherever the CCAP action point is to make a business case, it should be inferred that this refers to a triple bottom line business case, in which the financial, environmental, and social impacts of the potential project are set out for consideration.

15. The Action Plan has 38 components, and the scale of the task to turn each one into a worked-up plan, actually delivering, is considerable.
- 8 are ongoing (for instance home insulation grant delivery, local highways panel);
 - 12 are priorities for early development or feasibility study (with accompanying business plans, as necessary) by March 2022, 13 are scheduled for December 2022,
 - 2 will go beyond this date and 2 are complete.
16. At a previous meeting of this Committee, a request was made to set out the Climate and biodiversity related achievements that have been made since the December 2020 declaration. A brief summary of is shown at APPENDIX 2. The Committee are requested to note those achievements.
17. Three CCAP projects are highlighted as being particularly responsive to the carbon emissions in the district.
- (1) Action point 15 – creation of a Local Cycling and Walking Infrastructure Plan – to address transport emissions.
- (2) Action point 34 – delivery of grant funding for energy efficiency measures for low-income households, and further grant applications pending.
- (3) Action point 12 – local biodiversity survey completed and being integrated into Nature Recovery Mapping and project delivery.

Risk Analysis

18. See individual lines in the CCAP for risk assessment and mitigating actions.

Risk	Likelihood	Impact	Mitigating actions

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

Appendix to Scrutiny report

Governance

- Declared a climate and ecological emergency
- Published Climate Strategy Action Plan (March 2021)
- Council switched to a green tariff saving the council 100% electricity reduction & 72% biogas reduction.
- Granted £1m climate spending
- Hired a full time Climate Officer
- Published Interim climate Planning Document (Feb 2021)

Championing green actions

The LGA say that as much as **62%** of future reduction in emissions will rely on individual choices and behaviours.

- Organised a cross party Climate Working Group (including residents)
- Climate Business breakfast for 120 local businesses (Nov 2019)
- Held virtual Climate Working Group subgroup meetings during the pandemic
- Promoted 'Green Champions' throughout the district
- Chairman's Charter single use plastics scheme
- Circulated written monthly update reports. Plus, Officer monthly surgery for Councillors
- Community Engagement (Big Green Week in Saffron Walden & COP26 in Thaxted)
- Lobbied government on water scarcity & pollution (Cllr Pavitt) & local electricity bill, deposit return scheme motion, airport expansion, climate change & planning white paper and wildlife decline.
- Set up a climate webpage on 'simple steps to fight climate change'
- Published 2020 AQ Annual Report
- Waste contamination video

Physical actions taken

- Planted 490 trees & 450 hedge
- Left roadside verges for rewilding
- Installed 32 new EV charging points (34 in total)
- 16 dual recycling bins to be installed throughout Uttlesford to help with the single use plastics pledge
- Birchanger Cycle Lane tidy up

Contents

Introduction	3
General district-wide emissions data 2005-2019	4
Detailed emissions data	5
Transport	5
Domestic energy	6
Climate change actions	7
Action 01 March 2022 Transport emissions Uttlesford's own vehicles	7
Action 02 March 2022 Domestic energy Consumer advice	7
Action 03 March 2022 Governance Climate change project management	7
Action 04 March 2022 Industry and commerce District-wide decarbonisation	8
Action 05 March 2022 Transport emissions Active travel	8
Action 06 March 2022 Transport emissions EV charging	9
Action 07 March 2022 Transport emissions Pollution awareness	9
Action 08 March 2022 Governance Procurement	9
Action 09 March 2022 Governance UDC energy use	9
Action 10 March 2022 Governance District and parish resilience plans	10
Action 11 March 2022 LULUCF Biodiversity mapping	10
Action 12 March 2022 Waste and recycling	11
Action 13 December 2022 Transport emissions Uttlesford's business travel	11
Action 14 December 2022 Transport emissions Active travel	12
Action 15 December 2022 Transport emissions Active travel	13
Action 16 December 2022 Transport emissions EVs	14
Action 17 December 2022 Transport emissions EV charging	14
Action 18 December 2022 Domestic energy Private housing	15
Action 19 December 2022 Domestic energy New build	15
Action 20 December 2022 Industry and commerce District-wide decarbonisation	16
Action 21 December 2022 LULUCF Biodiversity net gain	16
Action 22 December 2022 Waste and recycling	17
Action 23 December 2022 Waste and recycling	17
Action 24 December 2022 Waste and recycling	18
Action 25 December 2022 Waste and recycling	18
Action 26 2023 Domestic energy Uttlesford's own housing	19
Action 27 2025 Transport emissions Norse's vehicles	19
Action 28 Ongoing Transport emissions Public transport	20
Action 29 Ongoing Transport emissions Active travel	20
Action 30 Ongoing Transport emissions Active travel	20
Action 31 Ongoing Transport emissions UDC / EV Charging	20
Action 32 Ongoing Transport emissions EV charging in public car parks	22

Action 33 | Ongoing | Domestic energy | Private housing.....23

Action 34 | Ongoing | LULUCF | Tree planting24

Action 35 | Ongoing | Governance | Consultations.....25

Action 36 | Complete | Transport emissions | EV charging at new properties.....25

Action 37 | Complete | Transport emissions | Pollution awareness25

Appendix A– Climate Change Strategy26

Actions are tabled from page 8 onwards as:

In house projects:



Partnership projects:



Introduction

Uttlesford District Council declared a climate & ecological emergency in 2019 and we have pledged to take local action to develop practices and policies which aim to achieve net-zero carbon status by 2030 and to protect and enhance biodiversity in the district.

The Council agreed a strategy [Appendix A] in 2020 to demonstrate the Council's intentions to play its part in meaningfully addressing this crisis. This Climate Crisis Action Plan (CCAP) is the vital next step in moving on from a statement of intent and overall approach, and into specific actions.

Some of the projects suggested in the CCAP are of a scale, particularly financially, that they require a business plan and must go through our governance process for prioritisation and approval. Wherever the CCAP action point is to make a business case, it should be inferred that this refers to a triple bottom line business case, in which the financial, environmental, and social impacts of the potential project are set out for consideration.

The CCAP begins with the data on district-wide emissions, including those within the scope of local authorities and those outside the scope of local authorities.

The CCAP then moves on to consideration of each emission category, focussing first on the emissions that it can control corporately, and then moving on to the emissions that it cannot control but can influence.

The CCAP aims first and foremost to reduce emissions, by avoidance of use of emitting technologies, and where possible replacing them with lower emitting technologies. It is also possible to remove emissions (usually via sequestration) through offsetting. Offsetting is acceptable as a measure of last resort as part of a phased plan for reaching net zero and finally to counterbalance the final unavoidable emissions. Offsetting via an accredited provider will be used on our journey to net zero.

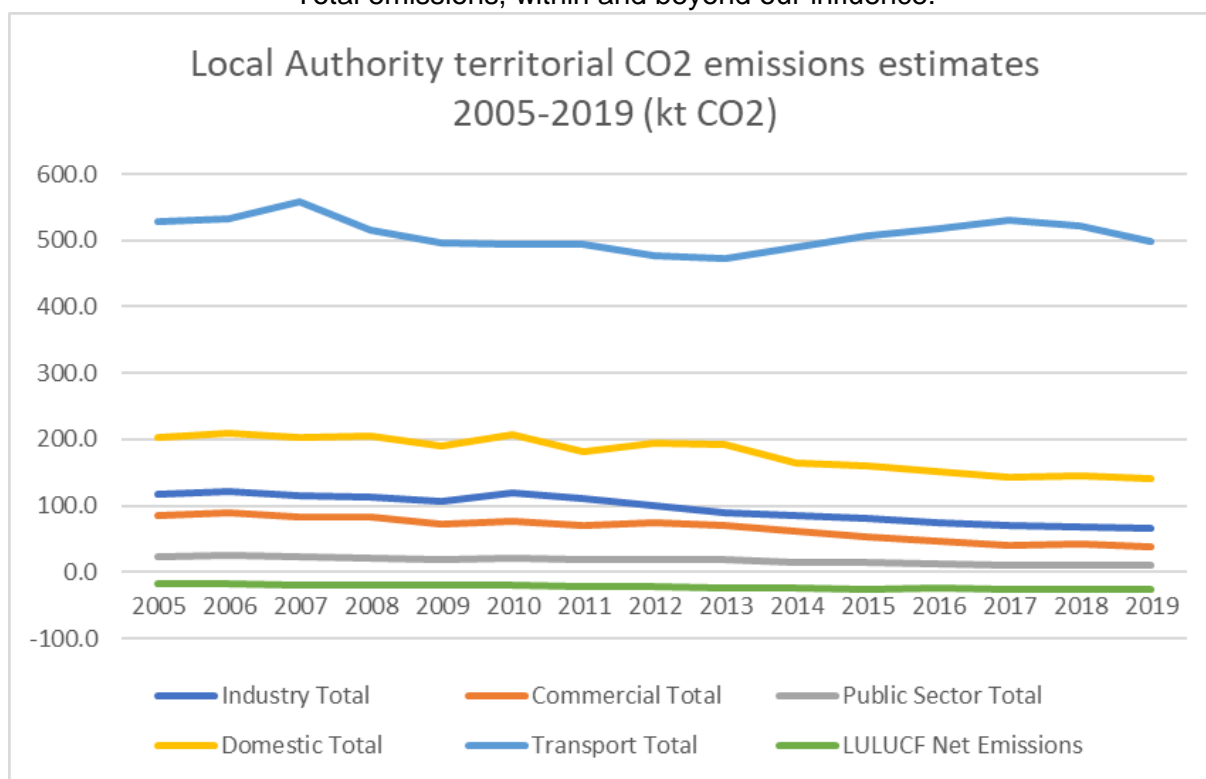
Our council is a medium-sized service delivery organisation, an employer, in our own right, and in this action plan is embracing our responsibility to get our own house in order. More than that though, UDC is an arm of local government, is made up of elected community leaders, and we are empowered with statutory duties and some powers to play a much broader strategic role in leading our community, working with our residents, businesses, the voluntary and community sector and with other arms of the public sector and government. Although UDC may not be required to take responsibility for emissions beyond our control as the district council, this action plan reflects how we are embracing our wider leadership, partnership and enabling role. We are therefore identifying those areas within our direct control and responsibility, and more aspirational partnership targets where our approach is one of partnership, persuasion, enablement and community leadership.

Our Action Plan has 37 components, and the scale of the task to turn each one into a worked-up plan, actually delivering, is considerable. Eight are ongoing, 11 are priorities for early development or feasibility study (with accompanying business plans, as necessary) by March 2022, 13 are scheduled for December 2022, two will go beyond this date and 2 are complete.

General district-wide emissions data 2005-2019

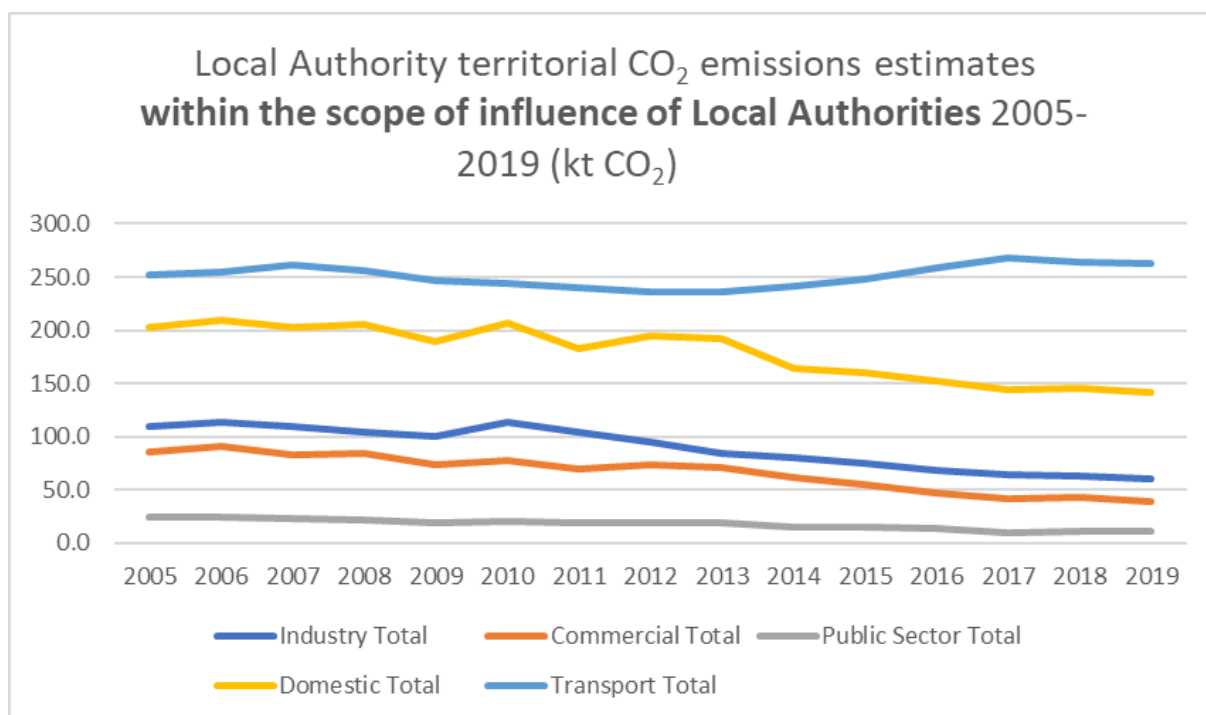
All data provided by DEFRA

Total emissions, within and beyond our influence:



This chart shows all terrestrial emissions in Uttlesford including the M11 and LULUCF (land use, land use change and forestry).

Total emissions, only those within our influence

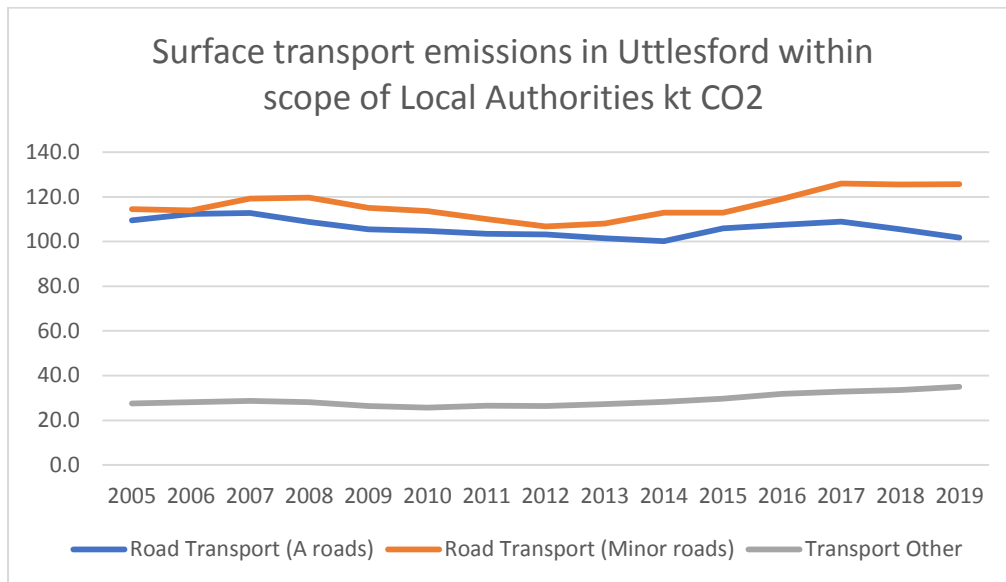


This chart shows all terrestrial emissions in Uttlesford but excludes the M11 and LULUCF.

Detailed emissions data

As shown on the previous pages, transport and domestic energy are by far the highest emitters of CO₂e* – these graphs provide more detail on these sectors.

Transport



Notes: transport on A roads and minor roads has been similar for emissions in the past, but emissions from transport on minor roads are now increasing.

UDC has both direct and indirect scope for reducing surface transport emissions in Uttlesford.

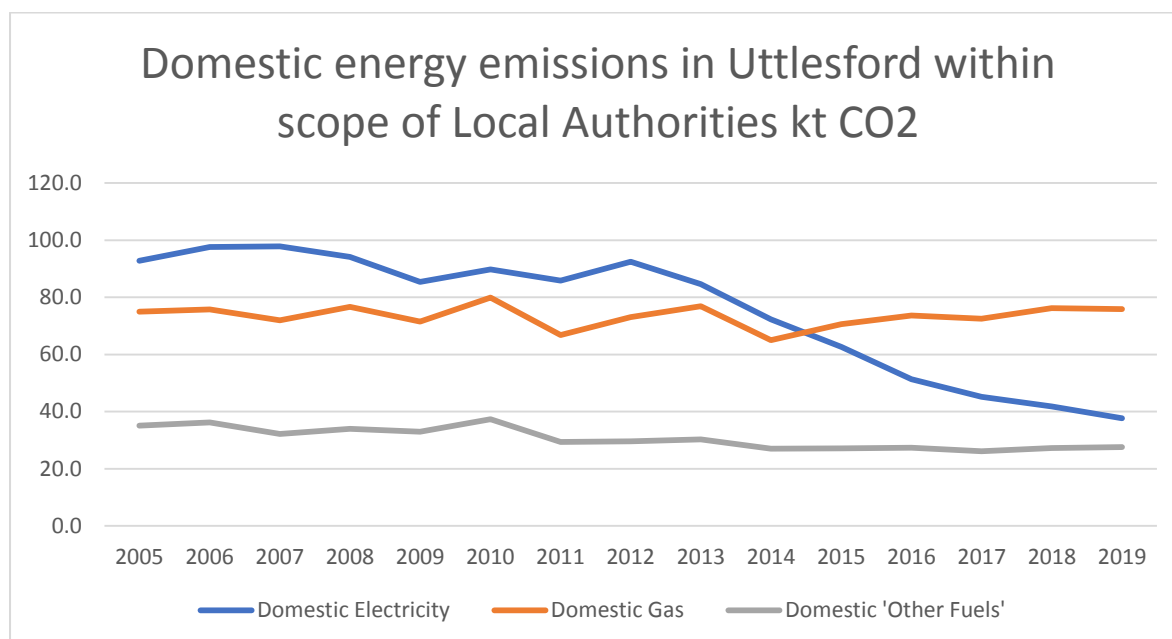
We can control emissions from our own transport activities. These emissions can be measured, and corporate strategies must be put in place for the reduction of emissions.

We are not responsible for district-wide surface transport emissions, but we have a part to play in helping local businesses and residents to reduce their emissions.

We can work in partnership with other organisations to reduce existing emissions, for instance by working with ECC – the highways authority - on active travel measures to encourage reduced use of private cars, and by playing our part in installing EV charging points, to help remove barriers to the widespread take-up of electric vehicles. In the longer term we must work with the highways authority to ensure that new development does not worsen existing emissions levels. We can work to influence consumer behaviour by providing data on emissions at hot spots and providing incentives to try active travel measures. We can use our scale to support enabling partnerships.

*CO₂e or carbon dioxide equivalent is a term for describing different greenhouse gases in a common unit.

Domestic energy



Notes: carbon emissions from domestic electricity have decreased due to the rapid decarbonisation of the national grid. Use of gas remains high. Increased numbers of households are cancelling the benefits of the installation of more efficient gas boilers. Use of 'other fuels' remains fairly static, reflecting the challenges of households using oil / other fuels

UDC is limited in its scope for reducing domestic energy emissions in Uttlesford. It can control emissions from its own housing by working towards retrofit programmes. Other housing is owned by owner occupiers, housing associations, and the private rental sector. UDC can work with low-income households to help facilitate retrofit grant funding. In encouraging retrofit programmes in Uttlesford it helps support the 'green economy' and in so doing, will play a part in expanding the local supply chain which may in turn encourage the private able-to-pay market to decarbonise their homes.


There is considerable potential for emissions reduction and wider societal benefits in Uttlesford. The estimated cost (and therefore market potential) of upgrading all properties which are below an EPC C is £271,726,059. This represents an employment potential of 1,369 full time equivalent (FTE) years¹. Over the lifespan of the measures installed, 569,998,153 kg of CO₂e will be saved, alleviating fuel poverty at some 2,870 homes. (Source: <https://c-path.com>²)

¹ An FTE is considered to be 2,080 hours per annum.


² The C-Path database was funded by the South East Local Enterprise Partnership to support local authorities' decarbonisation and retrofit projects.

Climate change actions


Action 01 | March 2022 | Transport emissions | Uttlesford's own vehicles

Project owner UDC 	Initiative Plan the transition of our own fleet to low or zero emission.	Cost Capital budget: Not yet known – but could be up to £9,000,000 (A zero emission bin lorry costs around £600,000 – more than double that of a standard diesel lorry.) We currently operate a fleet of 15 recycling and refuse collection lorries.
The indicator of success is UDC fleet is reduced and ultimately zero emission.	First milestone Fleet review booked with Energy Saving Trust (EST) for f/y 22/23, subject to EST receiving ongoing Government funding.	Follow-on work Following the fleet review (EST or otherwise if EST not available), the recommendations will be assessed, and the fleet renewal will be scheduled according to recommendations and capital budget capacity.
Risk The cost of upgrading the fleet to zero emission by 2030 surpasses available budget, impacting on the ability to meet the net zero objective is very high Mitigation: Carefully assess the carbon emissions and costs of replacement and ensure that the replacement programme delivers value for both. Offsetting to be used as a last resort. Risk with mitigation is very low.		

Action 02 | March 2022 | Domestic energy | Consumer advice

Project owner UDC 	Initiative Review consumer advice provided via our communications channels	Cost From existing resources
The indicator of success is Residents have access to-up-to date and impartial advice on energy efficiency.	First milestone The website provides impartial and up to date consumer energy advice	Follow-on work
Risk: UDC provides outdated advice Mitigation: Provide links to independent and up-to-date advice (government, charities)		


Action 03 | March 2022 | Governance | Climate change project management

Project owner UDC 	Initiative Governance for decision making on climate change project spending.	Cost From existing resources
The indicator of success is An effective governance process for sifting and prioritising projects	First milestone March Cabinet meeting: Process submitted for approval.	Follow-on work Manage projects following process


Risk: Risk of not meeting milestones: very low

Mitigation: projects to be regularly monitored to ensure that they are progressing in a timely manner.


Action 04 | March 2022 | Industry and commerce | District-wide decarbonisation

Project owner UDC/ECC/others including BEIS & organisations affiliated to BEIS (e.g. Innovate UK) 	Initiative Scoping and delivery of district-wide decarbonisation projects (for instance mapping where EV charging points need to go, how to take whole villages off oil and onto renewable energy) and local energy generation projects identified.	Cost LEAR is grant funded (£12,000) Note: reserve climate budget as seed money for future feasibility studies / projects, to be defined.
The indicator of success is Local Energy Asset Representation (LEAR) map is generated	First milestone LEAR map created by end 2021 Projects to be put forward for feasibility studies in f/y 22/23. Projects to be moved forward as appropriate f/y 22/23 onwards New models of 'green finance' to be explored.	Follow-on work
Risk: Risk of not meeting first milestone: very low Mitigation: projects to be regularly monitored to ensure that they are progressing in a timely manner.		


Action 05 | March 2022 | Transport emissions | Active travel

Project owner UDC 	Initiative Travel survey Map to understand where and how people travel (building on the Local Plan consultation feedback that travel is an important issue)	Cost Initial survey is approx. £4,000 from climate budget.
The indicator of success is A comprehensive survey map of active travel and barriers to active travel take up. The map will provide the basis for feasibility studies and project planning.	First milestone A travel survey for Uttlesford is completed and assessed by spring 2022.	Follow-on work Other projects come from this mapping process. Examples might be new or improved cycle routes on and off roads, changes to speed limits.
Risk: Residents not completing the survey: medium. Mitigation: good publicising of survey (as with biodiversity survey)		


Action 06 | March 2022 | Transport emissions | EV charging

Project owner UDC 	Initiative Installing EV charging points at housing owned by UDC	Cost Cost not yet known
The indicator of success is UDC housing to have adequate charging points so that lack of charging facilities is not a barrier to EV take-up by residents	First milestone Assess sites for requirements (driveways/car parks etc)	Follow-on work Programme of works for installation to fill gaps
Risk: Project delays Mitigation: Continuous review of project		


Action 07 | March 2022 | Transport emissions | Pollution awareness

Project owner UDC 	Initiative Information campaign to highlight dangers to health from the pollution generated by idling engines.	Cost From existing resources.
The indicator of success is Residents are aware of the dangers to health from the pollution generated by idling engines.	First milestone Public information and awareness campaign – March 2022	Follow-on work Repeat campaign October 2022 and ongoing March and October
Risk: Could be counterproductive to efforts to increase active travel as people perceive that they are better protected from pollution by being in a car Mitigation: Information about risks of pollution in cars and health benefits of active travel		

Action 08 | March 2022 | Governance | Procurement


Project owner UDC 	Initiative Review the procurement process including Scope 3 and social value	Cost From existing resources.
The indicator of success is A supply chain with low carbon impact and high social value.	First milestone Current procurement process to be assessed against highest benchmark standards.	Follow-on work Procurement process to be reviewed/amended if/where necessary
Risk: Risk of not meeting milestones: very low Mitigation: projects to be regularly monitored to ensure that they are progressing in a timely manner.		

Action 09 | March 2022 | Governance | UDC energy use


Project owner UDC 	Initiative Review energy use footprint of our fuel.	Cost From internal resources
The indicator of success is Council reduces own energy use year on	First milestone Partly already achieved: UDC is on a green energy tariff.	Follow-on work Depending on results of UMF – consider what future energy use can be minimised.

year to net zero position	Continual review of energy use and opportunities for energy use reduction. See Uttlesford Moving Forward in the Corporate Plan (UMF). Decarbonisation plan in procurement.	Note that this project to be moved to Service Plans - to be reviewed by climate change officer.
Risk: Risk of not meeting milestones: very low Mitigation: projects to be regularly monitored to ensure that they are progressing in a timely manner.		


Action 10 | March 2022 | Governance | District and parish resilience plans

Project owner UDC and parishes 	Initiative Review resilience plans in the light of potential for heatwaves and flooding.	Cost From existing resources / potentially requires some investment in infrastructure
The indicator of success is Up to date local (district/parish) resilience plans in place with an emphasis on resilience to extreme heatwaves (lessons learned from Canada) and flooding, and lessons learned from pandemic	First milestone Working with Public Health England and Met Office which are both in early stages of working out what guidelines to publish. Uttlesford is one of the first districts (or the first) to contact these national bodies about this. Clearer picture to be in place by end 2021	Follow-on work As per recommendations from the Government agencies
Risk: Risk of not meeting milestones: very low Mitigation: projects to be regularly monitored to ensure that they are progressing in a timely manner.		


Action 11 | March 2022 | LULUCF | Biodiversity mapping

Project owner UDC and parishes / residents 	Initiative Map opportunities for biodiversity	Cost Mapping survey: £4,000 climate change budget Funding requirements and opportunities to follow from the map.
The indicator of success is A citizen science and community led map of projects to build a Nature Recovery Network for Uttlesford	First milestone Mapping survey carried out 2021	Follow-on work Map survey results to be analysed and translated into action plan / fed into Local Plan - as appropriate per suggested project.
Risk: Risk of not meeting first milestone: very low Mitigation: projects to be regularly monitored to ensure that they are progressing in a timely manner.		


Action 12 | March 2022 | Waste and recycling

Project owner UDC 	Initiative Understanding the carbon impact of UDC services	Cost Initial consultancy costs to establish service impacts. Included with the review of the joint waste management strategy.
The indicator of success is In depth understanding of the carbon impact of current services and how improvements could be made	First milestone Established benchmark and appoint consultants – link with JMWMS (Joint Municipal Waste Management Strategy for Essex). March 22	Follow-on work Build results into future service delivery strategy with the aim of balancing recycling performance and carbon savings and initiating future projects.
Risk: Risk of not meeting first milestone: very low Mitigation: projects to be regularly monitored to ensure that they are progressing in a timely manner.		


Action 13 | December 2022 | Transport emissions | Uttlesford's business travel

Project owner UDC 	Initiative Reduce carbon footprint of staff business travel and travel to work through use of zero emission vehicles and changes in ways of working.	Cost Not yet defined. Part of the cost of this project will later be recouped as savings on business mileage.
The indicator of success is Phased reduction of staff business travel and travel to work to zero emission.	First milestone Work out how to efficiently integrate use of zero emission cars into working practices as part of Uttlesford Moving Forward. Make and consider the business case for EV car clubs.	Follow-on work Set up a project team, explore both best practice and the art of the possible, and develop a local model, likely including piloting to establish proof of concept and lead greater take up.
Risk: Affordability, take up, logistics. Risk medium. Mitigation: Offsetting to close the gap		


Action 14 | December 2022 | Transport emissions | Active travel

<p>Project owner UDC/ECC</p> 	<p>Initiative Local Cycling and Walking Infrastructure plan (LCWIP)</p>	<p>Cost ECC has quoted £7,500 on one occasion and £40,000 on another. To be researched further.</p>
<p>The indicator of success is A deliverable LCWIP for Uttlesford to include the following: 1) better infrastructure within settlements to encourage active travel for short journeys 2) segregated cycle routes to connect settlements.</p>	<p>First milestone Basic structure of document written in-house 2021. Travel map survey to feed in specific project ambitions by spring 2022. ECC to add technical notes by Summer 2022 (subject to ECC capacity)</p>	<p>Follow-on work Local Plan incorporates this document into the plan. Developer contributions and grant funding are sought to deliver the schemes.</p>
<p>Risk: ECC is ultimately responsible for the delivery of an LCWIP that contains physical measures that can technically be installed. Mitigation: UDC will ensure that all measures put forward for consideration are realistic (for instance where a similar example is available elsewhere) finalisation of a deliverable LCWIP for Uttlesford.</p>		


Action 15 | December 2022 | Transport emissions | Active travel

<p>Project owner UDC/ECC</p> 	<p>Initiative Encouraging active travel: Micro-mobility schemes.</p>	<p>Cost Case study project in SW, to be rolled out elsewhere, approx. £30,000 per market town, quotes still being sought. Climate change action plan.</p>
<p>The indicator of success is More people trying and sticking to cycling (and e-scooters, subject to legislation) as a viable means of travel for short local journeys. Impact to be measured by take-up of schemes (where schemes are delivered by UDC)</p>	<p>First milestone Across Uttlesford: A travel survey map for Uttlesford is completed and assessed by spring 2022. Initial case study Saffron Walden – a joined-up project using existing developer contributions for active travel infrastructure as the project catalyst combined with synchronous micro mobility schemes, cycling proficiency lessons and refreshing school and business travel plans. UDC can control delivery of the micro-mobility schemes (subject to supplier availability), delivery of the physical infrastructure is in the hands of the LHP/ECC. Aiming for delivery in 2022 subject to ECC capacity.</p>	<p>Follow-on work Case study: lessons learned in SW to be consolidated as best practice and rolled out in GD and other larger settlements</p>
<p>Risk: ECC is unable to deliver the physical schemes which delay or reduce the impact of the package of behaviour change measures. Mitigation: Align ambitions closely with ECC's active travel ambitions.</p>		


Action 16 | December 2022 | Transport emissions | EVs

Project owner UDC and delivery partner 	Initiative Car club (EVs). This could be tied in with pool cars for business use by UDC staff, for instance if available to hire as a part of a car club.	Cost To be costed as part of first milestone.
The indicator of success is Fewer residents own and use fossil fuel cars, and have access to a car club where required, reducing overhead of purchasing where cost or parking or charging is otherwise a barrier to their use. The performance metric would be take-up and use of such a scheme.	First milestone Potential for EV car sharing schemes to be investigated. Business case for car sharing clubs to be evaluated by spring 2022.	Follow-on work Evaluate the project's potential according to the outcome of the business case.
Risk: Scheme cost is beyond the climate change budget. Mitigation: Keep the project under review as delivery costs may come down as the market evolves.		


Action 17 | December 2022 | Transport emissions | EV charging

Project owner UDC / ECC / private sector 	Initiative Bundle on-street parking spaces so that profitable and unprofitable spaces are combined in packages, to prevent cherry picking of the profitable spaces and future public subsidy of unprofitable spaces.	Cost Cost not yet known
The indicator of success is Sufficient on-street EV charging points are available across the district.	First milestone Current provision to be reviewed by Local Energy Asset Representation mapping, due for completion autumn 2021.	Follow-on work Review requirements in partnership with ECC
Risk: Highly complex project involving multiple partners Mitigation: Sound business case		


Action 18 | December 2022| Domestic energy | Private housing

Project owner UDC and delivery partners inc. private rental sector (PRS) (landlords) 	Initiative Enforce Minimum Energy Efficiency Standards (MEES)	Cost From existing resources.
The indicator of success is All PRS landlords are aware of and meet the current MEES and are forewarned of upcoming changes. There is no national performance metric for this as the data is not held in any one location. Note that to monitor this market would require manual / individual checking of around 7,000-8,000 addresses, although there are potential ways of automating this.	First milestone Sample 10% of addresses and assess scope for enforcement of whole.	Follow-on work 1) data gathered on PRS sector (2) publicity campaigns to landlords/tenants/3rd sector on MEES requirements and grant funding where available (3) enforcement action taken (where necessary).
Risk: Automation of data gathering is unsuccessful, making the sampling project too onerous to meet within current resources. Mitigation: Keep project under review as legislation evolves.		


Action 19 | December 2022 | Domestic energy | New build

Project owner UDC and developers 	Initiative A published checklist for developers to consider as part of their proposals	Cost From existing resources
The indicator of success is A checklist that is used as part of the officer report that goes to the planning committee which identifies any gaps between the proposed development and a net zero development.	First milestone Green checklist is written and approved for use 2022.	Follow-on work Green checklist is promoted and used by development management.
Risk: Developers chose not to complete the checklist as part of planning applications Mitigation:		


Action 20 | December 2022 | Industry and commerce | District-wide decarbonisation

Project owner UDC/Parishes/others including the Department for Business, Energy and Industrial Strategy (BEIS) & organisations affiliated to BEIS (e.g. Innovate UK) 	Initiative Retrofit community buildings in Uttlesford - partnership between UDC and parishes where advantages of scale can be identified.	Cost To be assessed on a case-by-case basis, there may be some grant funding available depending on the ownership structure of the buildings.
The indicator of success is All community buildings are net zero, or as close to net zero as heritage / architecture allows. Offsetting identified to close the gaps.	First milestone Survey parishes for appetite for working together on this project 2022.	Follow-on work <i>in collaboration with parishes</i> (1) identification and assessment of community buildings (2) projects to be defined following assessment
Risk: Risk of not meeting first milestone: very low Mitigation: projects to be regularly monitored to ensure that they are progressing in a timely manner.		


Action 21 | December 2022 | LULUCF | Biodiversity net gain

Project owner UDC, DEFRA 	Initiative Improve biodiversity net gain (BNG) as per Environment Act.	Cost From existing resources
The indicator of success is BNG on new developments is made into policy and implemented	First milestone A new BNG policy is written as per the Environment Act.	Follow-on work Review current process and opportunities for improvement in line with the Environment Act. New policy in place, implemented and enforced
Risk: Risk of not meeting first milestone: very low Mitigation: projects to be regularly monitored to ensure that they are progressing in a timely manner.		


Action 22 | December 2022 | Waste and recycling

Project owner UDC 	Initiative Reviewing our domestic and commercial waste collection offers	Cost Budget relating to service changes will need to be established but any significant service change may require significant capital and changes to revenue budgets. New burden funding may offset changes linked directly to Gov Resources and Waste Strategy.
The indicator of success is Quantified levels of reduction, reuse, repair, reimagining and recycling	First milestone Re-Establish Waste Strategy Panel November 2021 agreeing Terms of Reference and links to Climate Change Working Group sub-groups to be organised December 21.	Follow-on work Investigate recycling residual waste schemes that can be responsive to impacts of Extended producer Responsibility (EPR), Deposit Return Scheme (DRS) and Climate Change agenda, refresh UDC Resource and Waste Management strategy and model service options for future decisions
Risk: Risk of not meeting first milestone: very low Mitigation: projects to be regularly monitored to ensure that they are progressing in a timely manner.		


Action 23 | December 2022 | Waste and recycling

Project owner UDC and residents 	Initiative Promote ways to reduce food waste and promote food waste recycling	Cost Within existing budgets
The indicator of success is Food waste is reduced.	First milestone Action plan produced to establish campaign December 22	Follow-on work Series of initiatives designed to highlight food waste as an issue and the environmental impact of food production and waste.
Risk: Risk of not meeting first milestone: very low Mitigation: projects to be regularly monitored to ensure that they are progressing in a timely manner.		


Action 24 | December 2022 | Waste and recycling

Project owner UDC and residents 	Initiative Shift residents thinking from 'avoiding landfill' towards minimising resource usage and a circular economy (including reducing single-use plastic).	Cost Within existing budgets (explore collaboration opportunities with ECC for maximum coordination and impact).
The indicator of success is Residents and businesses are aware of opportunities for reuse, repair and reimagining of items.	First milestone Investigate the potential of linking up with and promoting Essex community or council-led reuse project and Repair Cafes. September 22	Follow-on work The first milestone sets up ongoing projects.
Risk: Risk of not meeting first milestone: very low Mitigation: projects to be regularly monitored to ensure that they are progressing in a timely manner.		


Action 25 | December 2022 | Waste and recycling

Project owner UDC and residents 	Initiative Improve the capture of material for recycling (within current and then emerging waste disposal/treatment frameworks) to reduce contamination.	Cost Within existing budgets
The indicator of success is Recycling rates are improved and contamination rates reduced.	First milestone Make more of facts and statistics which are available to increase confidence that recycling is actually happening and not going to landfill or being dumped abroad (link to circular economy and single use plastics) March 22 Devise a publicity campaign to explain why we are asking people to recycle and why contamination matters. Dates as above Hangers on bins campaign to highlight contamination of refuse. Already happening.	Follow-on work The first milestone sets up ongoing projects.
Risk: Risk of not meeting first milestone: very low Mitigation: projects to be regularly monitored to ensure that they are progressing in a timely manner.		


Action 26 | 2023 | Domestic energy | Uttlesford's own housing

Project owner UDC/ Norse 	Initiative Decarbonise Uttlesford's housing stock.	Cost From existing resources.
The indicator of success is The housing stock is as close to net zero as feasible. (The feasibility metric may change over time as technologies change)	First milestone All housing stock to be assessed for a works programme to be planned. Ongoing but to be complete 22/23 Achievements to date: 90 council owned properties have had heat pumps installed, 80 properties have had oil boilers replaced, 280 council owned properties have had external wall insulation, solar panels installed on 300 council owned properties	Follow-on work Retrofit programme in place. Ongoing. Grant funding accessed where available (subject to Government funding rounds).
Risk: of not meeting first milestone: Low. Mitigation: Continue to monitor assessment of housing stock to ensure that the project remains on track.		


Action 27 | 2025 | Transport emissions | Norse's vehicles

Project owner UDC/ and contractors /partners e.g. Norse 	Initiative Decarbonisation of partners' fleets	Cost Likely to be borne by partners, but with some cost inflationary pressure on our payments to them.
The indicator of success is All of their vehicles are zero emission. (3 of Norse's 28 are currently EVs)	First milestone Next Norse fleet operating lease due for review 2025.	Follow-on work Discussions with partners, and consideration of additional requirements in contracts /partnership arrangements as appropriate.
Risk: Partners do not decarbonise fleet by 2030. Medium.		


Action 28 | Ongoing | Transport emissions | Public transport

Project owner UDC 	Initiative Lobby ECC for improvements to public transport in Uttlesford.	Cost From internal resources
The indicator of success is ECC puts the UDC proposals for improvements in place	First milestone Ongoing and/or as consultations arise.	Follow-on work The local plan will identify gaps in service and opportunities for improvements, which UDC will put to ECC.
Risk Risk: ECC / development does not bring changes forward. Mitigation: UDC will work collaboratively with other organisations to achieve the markers of success.		


Action 29 | Ongoing | Transport emissions | Active travel

Project owner UDC/ECC 	Initiative Encouraging active travel: Highways infrastructure to support active travel.	Cost As per LHP budget / ECC budget.
The indicator of success is Local Highways Panel (LHP) delivers joined-up initiatives, schemes are tied to climate change objectives. S106 projects (where delivered via LHP) are delivered at the same time as development to embed active travel habits when residents first move into developments.	First milestone The LHP is an ongoing workstream. Post-project assessments to be reviewed for future improvements (subject to ECC).	Follow-on work Ongoing
Risk: ECC prefers different outcomes for LHP – Medium. Mitigation: Partnership working with ECC.		

Action 30 | Ongoing | Transport emissions | Active travel


Project owner UDC/ECC 	Initiative Support ECC with their school travel plans by providing local contacts where possible.	Cost None
The indicator of success is School children get to school via active travel modes as often as possible.	First milestone Indicators of success to be defined and measured by ECC.	Follow-on work Ongoing
Risk: ECC ceases funding for this work – low. Mitigation:		

Action 31 | Ongoing | Transport emissions | UDC / EV Charging


Project owner UDC 	Initiative Installing EV charging points in UDC building spaces	Cost From existing resources.
--	---	---

<p><i>The indicator of success is</i> UDC has adequate charging points for facilities not to be a barrier to EV take-up by staff and other building users</p>	<p><i>First milestone</i> Already scheduled for 2021: London Road Council Offices, Saffron Walden - 4 x 22kW dual outlet Floor standing Fast Chargers – 8 outlets total.</p>	<p><i>Follow-on work</i> Programme of works for installation to fill gaps at other sites.</p>
<p>Risk: External partners are unable to deliver components to schedule. Mitigation:</p>		


Action 32 | Ongoing | Transport emissions | EV charging in public car parks

<p>Project owner UDC</p> 	<p>Initiative Installing EV charging points in public car park spaces</p>	<p>Cost From existing resources (budgeted Capital Costs)</p>
<p>The indicator of success is UDC has adequate charging points for facilities not to be a barrier to EV take-up by residents of and visitors to Uttlesford.</p>	<p>First milestone Already installed: White St Car park, Dunmow – 4 x 7kW floor/post mounted - dual outlet Fast Charger – 8 charging outlets total. Chequers Lane Car Park, Dunmow – 4 x 7kW wall mounted - dual outlet Fast Charger – 8 charging outlets total. Crafton Green Car Park, Stansted Mountfitchet – 4 x 7kW floor/post mounted - dual outlet Fast Charger – 8 charging outlets total. The Common Car Park, Saffron Walden - dual outlet – 22kW Fast EV charging post Lord Butler Leisure Centre, Saffron Walden – dual outlet – Rapid charging outlet – 50kW rapid charger.</p>	<p>Follow-on work Programme of works for installation to fill gaps</p>
<p>Risk: Mitigation:</p>		


Action 33 | Ongoing | Domestic energy | Private housing

<p>Project owner UDC and delivery partners</p> 	<p>Initiative Energy Company Obligation and Government grants for low-income households (LAD1/2/3/HUG)</p>	<p>Cost Capital costs grant funded. Officer input from existing resources.</p>
<p>The indicator of success is Government grants are obtained for Uttlesford residents on low incomes. UDC and partner organisations facilitate the distribution of grant money</p>	<p>First milestone Grants are applied for / obtained Grants are spent according to their timelines and objectives Reviews/ reports are sent to BEIS</p>	<p>Follow-on work These grants are on-going and subject to HM Treasury funding and BEIS' strategic objectives</p>
<p>Risk: on all these projects is very high; UDC does not have overall control of the outcome of these projects and cannot guarantee receipt of grant funding. Mitigation: UDC will engage with grant funding organisations and delivery agents to achieve the markers of success.</p>		


Action 34 | Ongoing | LULUCF | Tree planting

<p>Project owner UDC, parishes and other local organisations</p> 	<p>Initiative Plant trees across Uttlesford</p>	<p>Cost Trees purchased from climate budget as land becomes available for planting. Note: acquiring agricultural land at scale to plant new woodland: £12-13 per tree (including land).</p> <p>Trees for babies scheme – capital budget £2,500. Revenue costs tbc.</p> <p>Cost of planting a woodland with one tree for every resident £1-1.5 million.</p> <p>2020/21 £15k for the tree scheme. £7k match fund from ECC. Total expenditure was £18,906.57. £3,093.43, 'underspend' carried over into the financial year for 2021-22.</p> <p>A further £15K has been set aside for 2021/22</p>
<p>The indicator of success is Tree planting is monitored and recorded.</p>	<p>First milestone Achievements to date: 490 trees have been planted, and 450 hedging plants. Roadside verges under our control are left for rewilding during spring and summer months. We are supporting 'green champions' across the district.</p> <p>Potential for 'trees for babies' scheme.</p>	<p>Follow-on work This is a rolling project – the tree officer is in constant contact with parishes to find space to plant trees. The limitation for this project is neither lack funding for trees nor volunteers to plant them but rather lack of land upon which to plant them.</p>
<p>Risk: Risk of not meeting first milestone: very low Mitigation: projects to be regularly monitored to ensure that they are progressing in a timely manner.</p>		


Action 35 | Ongoing | Governance | Consultations

Project owner UDC 	Initiative Respond to consultations as they arise and lobby in the interests of the district.	Cost From existing resources.
The indicator of success is UDC lobbies other bodies on behalf of residents	First milestone Reactive	Follow-on work
Risk: Mitigation:		

Action 36 | Complete | Transport emissions | EV charging at new properties

Project owner UDC 	Initiative Policy on EV charging points at new developments.	Cost From existing resources.
The indicator of success is Best possible policy on the installation of EV charging infrastructure on new developments.	First milestone Complete	Follow-on work Monitor delivery
Risk: Challenge by developers Mitigation: Our policy is supported by the NPPF		

Action 37 | Complete | Transport emissions | Pollution awareness

Project owner UDC 	Initiative Improve air quality monitoring and reporting.	Cost From existing resources.
The indicator of success is Air Quality is monitored and reported in real time using existing equipment	First milestone Complete: Air Quality is monitored and reported in real time. We have NO2 tubes outside the following schools: Great Easton Primary School, High Stile Primary School Gt Dunmow, Thaxted Primary School, St Marys Primary School, Hampton Rd, Stansted, Elsenham Primary School. These were put up in Jan 2020. UDC has a network of diffusion tubes (37 in total). https://www.uttlesford.gov.uk/airquality#Live	Follow-on work Complete
Risk: Mitigation:		

Appendix A– Climate Change Strategy

[Link to the Uttlesford District Council Climate Change Strategy here](#)

Committee: Scrutiny

Date: Tuesday, 23
November 2021

Title: Planning Service Implementation Plan

**Portfolio
Holder:** Councillor John Evans

**Report
Author:** Jeanette Walsh
Interim Planning Transformation lead

Summary

1. On 19 October Cabinet agreed all of the recommendations contained in the PEER Review report it had commissioned from the East of England Local Government Association.
2. The Scrutiny Committee considered the report prior to that at the meeting of Thursday 7 October 2021. At that time Cllr Evans agreed to provide a brief implementation plan to Scrutiny for 23 November committee and a comprehensive plan would be produced in time for Scrutiny in February 2022
3. This report is therefore a brief implementation plan.

Recommendations

4. Note the plan at Appendix 1

Financial Implications

5. Expenditure already agreed as part of the growth bid for budget year 2021-22 is now happening. That expenditure is £240,000 for the planning service and £140,000 for legal services. This growth is for new posts. The identified posts are two Lawyers in Legal Services, two Principal Planning Officers in Development Management, one Urban Design Officer, one Project Officer, and one Enforcement Officer for 12 months. Recruitment has been taking place throughout October and will continue throughout November.
6. Vacant post within the service are now being advertised and filled as soon as they are vacant in order to minimise the expenditure on agency staff. Costs are agreed as part of existing budgets. Currently advertising for an Area Team Leader and a Career Grade Planner.
7. Many of the required actions relate to management practice, procedural changes and leadership. Financial implications rising from further actions associated with implementation will be brought forward as part of budget setting for 2022-23.

Background Papers

8. East of England Local Government Association (EELGA) PEER Review, Fit for Purpose Local Planning Authority and Development Management Improvement Plan.

Situation

9. Responsibility for ensuring progress and completion of the pathways to improvement rests with the Interim Director of Planning and Building Control in consultation with the portfolio holder for Planning.
10. All of the relevant working groups and responsibilities have been established and work is progressing .

Risk Analysis

11.

Risk	Likelihood	Impact	Mitigating actions
That the pathways as identified in the EELGA report may not be implemented	1	4	<p>All recommendations and pathways agreed on 19 October by Cabinet</p> <p>Interim Planning Transformation lead appointed in late August</p> <p>Interim Director of Planning and Building Control appointed 01/11/21.</p> <p>Work on all pathways has commenced</p>
That there may be too many competing priorities for the service to action at once	1	4	<p>Priority for each pathway will be agreed with Interim Director of Planning and Building Control in consultation with Portfolio holder for</p>

			Planning
--	--	--	----------

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.

Planning Service Improvement Plan – Pathways

What Pathway	How	Responsible Officer	Lead	Initial Progress	Complete by when
Place Making	See Local Plan Project and Programme.	See Local Plan Project and Programme	See Local Plan Project and Programme	See Local Plan Project and Programme	See Local Plan Project and Programme
Development Management Operational Plan	<p>Establish regular Team Leaders management meetings</p> <p>Recruit to vacant Team Leader post currently being filled through agency.</p> <p>Reduce caseloads for team managers</p>	Interim Director of Planning and Building Control	Development Manager, Team Leaders and Business Manager	<p>Team Leaders weekly meetings established</p> <p>Recruitment commenced in October 2021 and November 2021</p> <p>Data cleansing and review of overall workload underway</p>	Spring 2022
Customer Interface and Enquiry	Working with IT and Customer Services as part of Uttlesford Moving Forward	Interim Director of Planning and Building Control	Development Manager and Business Manager	Pilot appointment system with Development Management case officers due to soft launch before Christmas	Spring 2022
Development Management	Recruit to vacant posts Assessment of training need Training programme	Interim Director of Planning and Building Control	Development Management Team Leaders	Recruitment underway during October 2021 and November 2021	Spring 2022

Planning Service Improvement Plan – Pathways

			and Business Manager	Tools to do the job training 29/10/21 and 05/11/21 Appeals training November 2021 Pilot Design Surgeries launched in September 2021	
Enforcement	Officer working group established and meeting fortnightly Completing an internal audit as recommended by EELGA Recruitment to provide additional resource	Interim Director of Planning and Building Control	Development Manager, Team Leaders and Business Manager	Audit of Enforcement commissioned in October 2021. Work commenced 01/11/21 Recruitment underway for 12-month contract Enforcement Officer	Spring 2022
Member Development	Use the established Informal Planning Committee Member Working Group (IPCMWG) to agree training needs. Need to seek agreement to establish this group formally first	Interim Director of Planning and Building Control	Cllr Merrifield Development Manager Legal	Report to establish the IPCMWG to Planning Committee on 24/11/21 and then Council on 07/12/21	Spring 2022
Planning Committee	Use the established Informal Planning Committee Member Working Group (IPCMWG) to make recommends for improvements to the working arrangements for Planning Committee	Interim Director of Planning and Building Control	Cllr Merifield Development Manager Legal	Report to establish the IPCMWG and agree terms of reference to Planning Committee 24/11/21 and then Council on 07/12/21	Spring 2022

Planning Service Improvement Plan – Pathways

				Pilot report templates for Planning Committee launched in October 2021. Will be reviewed in November and December	
S106 Agreements	Officer working group established in October 2021 supported by the UDC s106 officer and legal. Meeting fortnightly carryout out scoping. Informed by s106 Audit, EELGA findings and Scrutiny working group findings	Interim Director of Planning and Building Control	Interim Director of Planning and Building Control Local Plan and New Communities Manager Development Manager	Scoping commenced for work to start using previously purchased Exacom Database which is still in test. Costs for data transfer being sought	Data transfer Spring 2022 Developer Contributions Consultation Spring 2022

Key

Grey	out of scope
Red	not started
Amber	commenced
Green	complete

Committee: Scrutiny Committee

Date:

Title: Economic Recovery Plan Delivery Plan

Thursday, 18
November 2021

Report Author: Linda Howells, Economic Development Officer
lhowells@uttlesford.gov.uk

Summary

1. The Economic Recovery Plan (ERP) Delivery Plan was approved by Cabinet on 1 July 2021, following a review by the Scrutiny Committee on 17 June 2021.
2. The Scrutiny Committee requested that a performance report be brought back the Committee for their November meeting.
3. The original ERP Delivery Plan acknowledged that it would be an evolving document, needing to respond to changes in circumstances nationally and locally. There are number of factors that have impacted on the performance of the ERP Delivery Plan which are detailed in the body of this report.
4. Since March 2020 UDC has paid out £15.1 million of COVID-19 business support grants to local businesses, the majority of these were administered by the Revenues Team.
5. The Economic Development Team are now administering the last two discretionary COVID-19 business support grants. Essex Business Adaption Fund and the Additional Restrictions Grant.
6. Appendix A provides the performance report as at the end of October 2021.

Recommendations

7. That Scrutiny Committee note progress of the ERP Delivery Plan.

Financial Implications

8. None, the delivery plan is consistent with the funds allocated.

Background Papers

9. 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.

Impact

- 10.

Communication/Consultation	JET
Community Safety	N/A

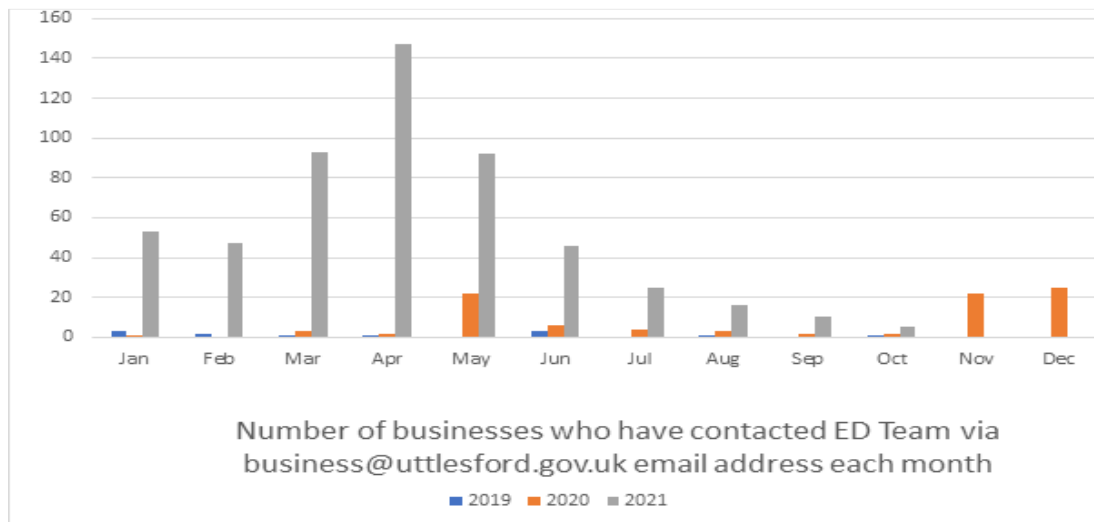
Equalities	N/A
Health and Safety	N/A
Human Rights/Legal Implications	N/A
Sustainability	N/A
Ward-specific impacts	N/A
Workforce/Workplace	N/A

Situation

11. The ERP delivery plan is made up of a number of objectives with associated actions which are set out in detail in Appendix A, the areas to note are set out in the following paragraphs.
12. The local economy is still in the recovery phase and some business sectors remain severely impacted by the effects of the COVID-19 pandemic and continue to need financial support. These include:
 - travel, particularly international travel
 - aviation, tourism
 - international and coach travel
 - leisure
 - retail
 - personal care
 - hospitality and their supply chains
 - some elements of the supply chain to hospitality and event management.
13. The majority of businesses are now fully open and trading although some remain severely impacted by the effects of the pandemic. The town centres have few vacant premises although a few national chain stores have left Saffron Walden leaving behind larger commercial units which do not appeal to independents.
14. Business rates collection is slightly below 2019/20 rates suggesting that some businesses remain under pressure. Unemployment data has fallen in the last few months from 2,245 Universal credit claimants in May 2020 to 1,490 in September 2021 but remains higher than in February 2020.
15. We are still learning what the new 'normal' for the local economy will look like, we continue to provide support, advice and signposting to partner agencies as appropriate. The recovery of the local economy is being constantly reviewed and monitored.
16. Business support grants remain important, and their administration and delivery remain a priority. The Essex Business Adaptation Fund (EBAF) was launched in December 2020 for Round 1 which expired at the end of February 2021. In the summer of 2021 Essex County Council launched a second window which expired at the end of July 2021 and then a third window in September 2021. This has been a

very popular grant and has proved helpful to many Uttlesford businesses, but the administration has taken resources away from other actions.

17. Uttlesford received the first EBAF grant from ECC and were one of the only Local Authorities to distribute 100% of the grant, which has enabled us to apply for further funding and we have allocated over £1.1 million and have just received an additional £400,000 to provide further support to our local businesses by the end of December, giving total funding support of £1.5 million in addition to other Government grants. The direct focus by the team on delivering this grant has meant that we have been able to secure high levels of funding and support for our businesses compared to other areas in the County.
18. The Additional Restrictions Grant (ARG) is now the only Government funded business support grant available. Unfortunately, the officer leading on this grant terminated her secondment and returned to her substantive post. A new planned member of staff started in post in the middle of September and is now leading on the delivery, but this has resulted in a lack of resources for other activities, particularly the delivery of markets, pop-ups shops, the Climate Change agenda or building new business networks.
19. The Revenues and Economic Development teams to date has awarded over £2.8 million in ARG since November 2020 and has a further £650,000 funding to allocate by the end of March 2021.
20. Some activities in the ERP Delivery Plan were originally being led by other agencies and that agency no longer plans to deliver these projects. These may be projects that would benefit local business start-ups or existing businesses, but reduced resources limit the ability to deliver in 2021/22. These projects will be considered for inclusion in the delivery plan for year 2.
21. Some activities have been added to the Delivery Plan – these are highlighted in cream in Appendix A. These include Visit Essex membership, business start-up support and the Essex County Council High Street Summit on 24 November 2021.
22. Projected spend is included in the Performance Report but this may change as circumstances change in Quarters 3 and 4 2021/22.
23. The original version of the ERP Delivery Plan Objective 1.2 included an action to “Support the delivery of the business support grants”. This has now been amended and there are now two actions which are:
 - Administer the Additional Restrictions Grant
 - Administer the Essex Business Adaptations Fund
24. The following graph shows the number of businesses contacting the Economic Development Team via the business@uttlesford.gov.uk email address, excluding grant enquiries. This shows the performance identified in Objective 1.1.



Risk Analysis

25.

Risk	Likelihood	Impact	Mitigating actions
The work programmes are not delivered	1 – low risk	2 - businesses may not get the support they need	The delivery programme is constantly being monitored

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.

BUDGET SUMMARY OF PERFORMANCE REPORT

Proposed Spend Profile by Priority and Objective		
	Proposed spend	Spend to date
Priority 1 – Business Engagement and Support		
1.1 Support businesses already located in Uttlesford district	£51,050	£23,233.16
Support businesses in sectors hardest hit by the COVID-19	£35,000	£16,185.20
1.2 pandemic		
Foster the development of existing town centres as vibrant locations	£67,520	£24,540.00
1.3 for business and leisure		
1.4 Support business start-ups and pre-starts	£10,000	£0
Work with partners to ensure the residents and businesses across		
1.5 the district benefit from the delivery of superfast broadband	£20,000	£10,000.00
PRIORITY 1 TOTAL	£183,570	£73,958.36
Priority 2 – Information, Advice and Guidance		
2.1 Promotion of national, regional, county and local initiatives	£21,450	£5,350.00
Provision of information, advice and guidance to local businesses,	£0	£0
2.2 start-ups and potential businesses		
PRIORITY 2 TOTAL	£21,450	£5,350.00
Priority 3 – Skills and Training		
Provision and promotion of initiatives to support local residents into		
3.1 work	£32,000	£0
3.2 Promote and support initiatives to help young people into work	£8,750	£0
3.3 Promotion of skills and training initiatives, including digital skills	£5,000	£0
PRIORITY 3 TOTAL	£45,750	£0
Priority 4 – Creating Jobs / Inward investment		
4.1 Support the sustainable growth of existing businesses	£60,000	£0
4.2 Increase inward investment	£25,000	£25,000.00
PRIORITY 4 TOTAL	£85,000	£25,000.00
Priority 5 - Creating a “greener” local economy		
5.1 Support local businesses to address Climate Change issues	£0	£0
Support the growth of businesses to maximise the opportunities of	£0	£0
5.2 the green economy		
Research and develop plans to grow the green economy in	£8,000	£0
5.3 Uttlesford		
PRIORITY 5 TOTAL	£8,000	£0
Costs of management of Delivery Plan	£4,000	£700
ECONOMIC RECOVERY PLAN TOTAL	£347,770	£105,008.36

Priority 1 Business Engagement and Support
Objective 1.1 - Support businesses already located in Uttlesford district

Task	Responsibility	Target	UDC Resources	External Funding	End October 2021 update	Budget Update
Engage and support business networks and individual businesses 1 – 2 – 1 contact by telephone / email.	All 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 yr contract until 31/3/2023 - £42,850 inc. on costs p.a.	.	Staffing levels short of 1 FTE BSO. The number of businesses contacting the team via the business@uttlesford.gov.uk address in 2019 - 2021 has been included in the main report	Spent £19,467.16 on salary of BSO. Balance £23,382.84
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 No. onward referrals to other programmes of support by 31/3/2022	Existing	BEST Growth Hub funded through external resources. NEEB top sliced funds from ARG grant monies supporting additional resources for businesses across North and Mid Essex – NEEB additional support 1/9/2021 - 31/3/2022	23 referrals made to BEST since 1/4/21, UDC is 5th out of 14 Essex authorities for referrals to BEST.	
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		Not yet started - considering moving to Year 2	
Continue to promote the online e-commerce platform www.clickitlocal.co.uk	BSO	Growth in the no. of Uttlesford businesses on the platform by 31/3/2022 Baseline – 1/4/2021 – 69 stores	£5,000 for future advertising		Promotional work includes advert on back of November Archant's Residents' magazine and in Business Start-Up guide. Social media and newspaper campaigns during November and December.	£3,600 for social media campaign during Nov / Dec.
Deliver www.clickitlocal.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	Completed but only one voucher redeemed.	Spent £166
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	Virtual drop-in session held on 10th September but no attendees. Will consider face to face option.	
Deliver Annual Business Breakfast	EDO	Annual Business Breakfast delivered by 31/3/2022	£3,000		Q4 delivery	
		TOTAL	£51,050			

Objective 1.2 - Support businesses in sectors hardest hit by the COVID-19 pandemic

Task	Responsibility	Target	UDC Resources	External Funding	End October 2021 Update	Budget Update
Administer the Additional Restrictions Grant scheme	BSO	Current ARG funds exhausted by 30/6/2021	Existing	Total ARG funds from Governemt - £3,551,970 Funds received from ECC treated as ARG - £222,235.55	£2,808,948.09 ARG paid to local businesses since November 2020. ECC funds exhausted.	Current balance - £575,000 with expiry of 31/3/2022 and list of aviation, transport, travel and leisure companies needing continued support.
		ECC ABS exhausted by 31/7/2021				
		Final tranche of ARG exhausted by 31/3/2022				
Administer-Essex Business Adaptations Fund	BSO	Grant monies exhausted by 31/12/2021	Existing	Grant monies received to date £968,742.98 from ECC	Grants of £1,124,388 paid to local busuinesses.	Current balance £25,000 and hoping for a further tranche of funds. Expiry 31/12/2021
Develop and deliver plan to support the aviation and transport sector and the supply chain	EDO	Plan produced and delivered by 31/3/2022	Existing	ARG funds	Aviation and transport sector supported with ARG payments	
Establish Visitor Economy Forum and develop and deliver a plan with short term and medium-term actions to support the sector	BSO	1 st meeting of Forum held by 31/7/2021	Existing staff resources		Not yet started - preliminary conversations taking place with some tourism sector businesses.	
Develop photo library	BSO	1 st round of photos produced by 31/7/2021 Additional seasonal photos added by 31/3/2022	£10,000		Round 1 - summer 2021 completed Round 2 - autumn - commissioned	Round 1 - £2,650 Round 2 - £2,000
Develop "Visit Uttlesford" website	BSO	Website launched by 31/8/21	£5,000		In development - lauchn before end 2021 if all goes to plan	£9,200 + £1,140pa maintenance and £25 per month charges. £75.20 domain names charges
Develop and deliver a "Visit Uttlesford" branding and marketing campaign	BSO	By 31/3/2022	£10,000		To be commissioned to start Jan / Feb 2022 in run up to Easter. Quotes being collated currently	
Investigate potential for ONS "Get outside" and "Telling Stories" mobile applications	BSO	By 31/3/2022	£5,000		No potential as these projects are not being taken forward by Visit Essex	Unspent - £5,000
Keep Visit Essex website up to date with Uttlesford events / venues etc.	BSO	Ongoing until 31/3/22	Existing		Ongoing	
Be an active member of Visit Essex	BSO	Ongoing	Annual SLA £2,260		Ongoing	Paid £2,260
Work with SWTIC on joint projects - development of day / weekend itineraries for visitors	BSO	Day / weekend itineraries produced by 31/8/21	Existing staff £5,000 budget for paid input		Awaiting costs from SWTC	
Work with partners to develop a Levelling Up Fund bid to install cycle routes across the district, linking key sites	EDO and BSO	Project framework in place by 31/3/2022	Existing Climate Change Project Officer Local Plan officers		To forward to 2022/23 as Cycling Strategy not yet in place	
		TOTAL	£35,000			

Objective 1.3 - Foster the development of existing town centres as vibrant locations for business and leisure

Task	Responsibility	Target	UDC Resources	External Resources	End October 2021 Update	Budget update
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	£161,618	Claim 2 in draft Claim 3 to be prepared Grant Action Plan to be finalised	Claim 1 paid to UDC
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	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	Contract completed	
Delivery of WBF communications campaigns	BSO with Comms Team	Delivery of agreed funded actions	Existing BSO	WBF £20,000 inc. Information and Communications Officer until 30/6/2021	Completed	
Commission specialist business to measure footfall	EDO	Delivery of agreed funded actions.		WBF £11,000	Procurement underway	
Provision of hand sanitiser stations	EDO	Delivery of agreed funded actions		WBF £500	Completed	Spent £467.94
Refurbishment of landscape area in Saffron Walden town centre	EDO	Delivery of agreed funded actions		WBF £20,000 inc. Information and Communications Officer until 30/6/2021		
Repair and repaint street furniture and public toilets in Great Dunmow and Thaxted	EDO	Delivery of agreed funded actions		WBF £25,000		
Installation of additional benches and picnic tables in Stansted and Thaxted	EDO	Delivery of agreed funded actions		WBF £16,000		
Installation of new planters in SW town centre	EDO	Delivery of agreed funded actions		WBF £5,000		
Installation of planters in Lower Street, Stansted Mountfitchet	EDO	Delivery of agreed funded actions		WBF £10,000		
Purchase of Xmas lights in SM and banners and lights in Thaxted	EDO	Delivery of agreed funded actions		WBF £2,000		
Delivery of “Welcome Back” events in Dunmow, Stansted and SW	EDO	Delivery of agreed funded actions		WBF £15,000		
SWBID promotional campaign	EDO	Delivery of agreed funded actions		WBF £10,000		
SW resident consultation re future of town centre pedestrianisation	EDO	Delivery of agreed funded actions		WBF £5,000		

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.

Task	Responsibility	Target	UDC Resources	External Resources	End October 2021 Update	Budget update
Attendance at Safety Advisory Group meetings re town centres	BSO	Attendance at regular meetings	Existing		Ongoing as required. Group has changed its Terms of Reference in light of lifting of Government restrictions. Now focused on events and meets as required	
Membership of the DIZ Special Interest Group for town centres	EDO and BSO	Production of action plan for future initiatives	Existing		Ongoing	
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	£20,000 for specialist support in master-planning		In discussion with Local Plan team about joint work re master planning in town and village centres. Proposals to commission joint work for each town.	
Organisation and delivery of events in Great Dunmow, Stansted Mountfitchet and Thaxted – either by recruitment of officer or commission specialist services	BSO	Officer in post by 30/9/2021	£25,000		BSO in post since 20/9/2021. Supporting Dunmow town centre stakeholders up to 2 days per week.	
		No. events delivered in Great Dunmow town centre by 31/3/2022				
Officer support for Stansted Mountfitchet, Thaxted to develop longer term plans for those centres, build resilience		To be included in longer term plans			2022/23 plan. Also link to master planning exercise and Local Plan	
Attend and exhibit at ECC High Street Summit on 24/11/21	BSO	Attendance on 24/11, and exhibition stand	Existing		Attendance and exhibition stand	
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)		Ongoing	
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	£92,000 capital monies set aside to cover costs.		In progress, originally trialing in 2 car parks but due to vandalism and theft, the rollout of upgrades to all machines is being actioned earlier than target date.	To commission consultation to evaluate impact and review of new machines
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	£70,000 from NEPP to fund both pieces of work	Brief being prepared but delayed due dealing with recent spate of vandalism / theft incidents from ticket machines	
NEPP Partnership Agreement expires 31/3/2022 - liaise with al parties regarding proposed agreement form 1/4/2022	EDO	To report to Cabinet in January 2022	Existing		Discussions ongoing with NEPP for on street agreement although ECC manage on street and UDC have jurisdiction on this. The SLA for off street parking will be reviewed in the New Year	
		TOTAL	£67,520			

Objective 1.4 – Support business start-ups and pre-starts.

Task	Responsibility	Target	UDC Resources	External Funding	End October 2021 Update	Budget update
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	Contract due to expire on 1/12 but to be extended into 2022 with no charge. 13 residents engaged up to end Aug. Relaunch of entry page in October which is hoped will increase numbers of people signing in.	
Produce Business Start-Up Guide to distribute to business start-ups and pre-start-ups	BSO	Guide produced by 30/7/2021	Existing		Waiting on information on NEEB projects before completion.	
Pop up shops and market stalls, including craft, teenage, artisan, new businesses	BSO	Minimum of one market in three main centres during the year	£10,000		Waiting on quotes from SWTC	
Work with ECC to consider their proposal for Essex Lockdown Entrepreneurs project	EDO	Project under consideration		? possible ARG top slice	ECC leading - no update	
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	Awaiting start date for NEEB project	
Direct mailings of new businesses on Banksearch database	BSO	No. of direct mailings	Existing staff and Business start-up guide		To start in Jan 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	Discussions with BEST but unlikely to progress under BEST banner	
		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

Task	Responsibility	Target	UDC Resources	External Funding	End October 2021 Update	Budget update
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		Gigaclear contract now extended to end September 2022.	
Work with ECC to identify potential solutions for the remaining 2% who will not have access to superfast broadband by the end of 2021	EDO	By 31/3/2022 plan in place with identified solutions to ensure all properties have access to superfast broadband	Commission specialist resources to identify the missing 2% and possible solutions £10,000	ECC / SFE / Digital Connectivity Strategy	Waiting on news from Government about future roll out	
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		Ongoing	£10,000 paid
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	Awaiting start date for NEEB project	
Increase availability of high-speed gigabit broadband in the district	EDO input through Superfast Essex Steering Board		Existing		Ongoing	
		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	End October 2021 Update	Budget update
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 £5,000		Refresh of Uttlesford.gov.uk/business website completed by internal resources	Unspent £5,000
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		In discussion with Website Officer	
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		Ongoing - 16 newsletters since 1/4/2021	
Use social media and press releases to disseminate information as widely as possible	BSO working with town / parish councils	Evidence of use of social media and press releases to disseminate appropriate and relevant information	Existing		Ongoing - active on twitter and posts added to UDC Facebook page	
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		Still looking to increase spread across other village / ward / parish magazines	
Use newspaper advertising to promote key messages and reach a wider audience.	BSO	Monthly newspaper adverts in Saffron Walden Reporter and Dunmow	Apr - Dec 2021 - £4,950		Monthly adverts in April - Oct spent £3,850	On track to spend £4,950
Adverts in Archant Residents' Quarterly magazine	BSO	Evidence of quarterly adverts	June 2021 - £500 Sep + Dec 2021 - £1,000 Total - £1,500		June, Sep and Dec magazines	Spent £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	Awaiting start date for NEEB project	
To promote NEEB specialist Import and Export advice, delivered through 1-2-1 - many sessions via webinars, events and training courses	BSO	No. initial support sessions with local businesses	Existing resources to promote project	NEEB top sliced funds from ARG grant monies. Project life - 1/9/2021 - 31/3/2022	Awaiting start date for NEEB project	
		No. engaged local businesses who currently trade internationally				
		No. local business attendees at training courses				
		No. local case studies				
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	£10,000		Targeted social media campaigns to be run up to end March 2022.	
		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	End October 2021 Update	End Sept Budget update
Updated Business Support Guide up for distribution with business rates bills	BSO SL	No. Business Support Guides posted out with Business Rates bills in March 2022	Existing		Target date - March 2022	
Updated business support newsletter sent out with Council Tax bills, particular focus on home-based businesses and business start-ups	BSO SL	No. Business support newsletters posted out with Council Tax bills in March 2022	Existing		Target date - March 2022	
Business Start-Up Guide produced and promoted as part of the business start-up actions included in see Objective 1.4	BSO SL	Guide produced and available through website and advertised through communications channels	Existing		Awaiting start date for NEEB project	
		TOTAL	£0			

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	End October 2021 Update	Budget update
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		App launched in September. Current research into potential add-on that would enhance use of the app.	
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		To be scheduled in Autumn 2021	
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		No active lobbying. Unemployment data shows a drop in numbers but still above pre-pandemic levels	
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		Project launched.	Unspent £10k
Commission skills audit to identify skills and training gaps	EDO	Report produced by 31/12/2021	£10k		Essex report completed June 2021	Unspent £10k
Promotion of Essex Jobs and Apprenticeships Fair	BSO	Virtual event to be held on 7/7/21	Existing	ECC Skills Commissioner leading	7/7/2021 delivered	
Promotion of North Essex Jobs and Apprenticeships Fair	BSO	Scheduled for October	NEEB funds to cover costs	ECC Skills Commissioner organising	Now scheduled for Feb 22 and will cover Uttlesford and Braintree	
		TOTAL	£32,000			

Objective 3.2 Promote and support initiatives to help young people into work

Task	Responsibility	Target	UDC resources	External resources	End October 2021 Update	Budget update
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	Promotional work is ongoing	
Promotion of apprenticeships schemes to help people back into work	BSO	Evidence of promotional work	Existing		Promotional work is ongoing	
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		Not yet started recruitment process. Move to Year 2?	
		TOTAL	£8,750			

Objective 3.3 Promotion of skills and training initiatives, including digital skills

Task	Responsibility	Target	UDC Resources	External Resources	End October 2021 Update	Budget update
Promotion of Maybe* social media marketing training	BSO	Evidence of promotional activity by 31/3/2022	£5,000 current contract expires in August 2021		Contract now completed. Decision not to renew. Investigating options for social media support for businesses	Unspent £5,000
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	Awaiting start date for NEEB project	
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

Task	Responsibility	Target	UDC Resources	External Resources	End October 2021 Update	Budget update
Refresh the Business Development Business Rates Discount Scheme to support the sustainable growth of existing businesses	EDO	Scheme in place	£60,000		Scheme review underway - new policy and application form drafted.	
		No. applicants 2021/22				
		No. successful applicants 2021/22				
Launch of grant scheme to support businesses planning to grow	EDO	Scheme in place		ARG funds	Unlikely to have ARG funds available.	
		No. applicants by 31/3/2022				
		TOTAL	£60,000			

Objective 4.2 Increase inward investment

Task	Responsibility	Target	UDC Resources	External Resources	End October 2021 Update	Budget update
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.			Paid £10,000
Contribution towards the Innovation Core Officer	EDO	Ongoing participation	£15,000p.a.			Paid £15,000
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		Ongoing discussions with Local Plan team	
		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	End October 2021 Update	Budget update
Promote energy efficiency schemes to local businesses	BSO	Evidence of promotion of appropriate schemes	Existing	Externally funded “Make it Cheaper” schemes	Included in Business Support Guide	
Promote LoCase – grants programme for green projects – expiry March 2023	BSO	Evidence of promotion	Existing	LoCase grants	LoCase attending Checkin@Stansted with ED team on 1/12. Also included in other comms.,	
Promote water conservation initiatives to local businesses	BSO	Evidence of promotion	Existing		Year 2	
Promote the transition to electric vehicles or hydrogen powered vehicles	BSO	Evidence of promotion	Existing		Year 2	
		TOTAL	£0			

Objective 5.2 Support the growth of businesses to maximise the opportunities of the green economy

Task	Responsibility	Target	UDC Resources	External Resources	End October 2021 Update	Budget update
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		Year 2	
		TOTAL	£0			

Objective 5.3 – Research and develop plans to grow the green economy in Uttlesford

Task	Responsibility	Target	UDC Resources	External Resources	End October 2021 Update	Budget update
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		Report completed	
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		Year 2	
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		Year 2	
Schools competition with Writtle Uni with Agri-tech challenge involving 4 secondary schools in Uttlesford	EDO / BSO	Schools competition planned for 21/22 school year	£8,000	ECC Skills Commissioner	Developing project with local secondary schools to deliver in Spring term 2022	Projected to spend £8,000
Promote the iConstruct project re: new methods of construction	BSO	Evidence of promotional work	Existing			
		TOTAL	£8,000			