



## Public Document Pack

# Uttlesford District Council

Chief Executive: Dawn French

## Scrutiny Committee: Call In Remote Meeting

**Date:** Wednesday, 7th April, 2021

**Time:** 7.00 pm

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

**Chair:** Councillor N Gregory

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

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

### **Public Speaking**

At the start of the meeting there will be an opportunity of up to 15 minutes for members of the public to ask questions and make statements subject to having given notice by 12 noon two working days before the meeting. Please register your intention to speak at this meeting by writing to [committee@uttlesford.gov.uk](mailto:committee@uttlesford.gov.uk)

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

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

# **AGENDA**

## **PART 1**

### **Open to Public and Press**

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

To receive any apologies for absence and declarations of interest.

**2 Call in of the Cabinet decision to approve the Corporate Plan Delivery Plan 2021/22 4 - 33**

To consider the Cabinet decision to approve the Corporate Plan Delivery Plan 2021/22.

## **REMOTE MEETINGS AND THE PUBLIC**

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If you wish to make a statement via Zoom video link, you will need to register with Democratic Services by midday two working days before the meeting. There is a 15 minute public speaking limit and 3 minute speaking slots will be given on a first come, first served basis. Those wishing to make a statement via video link will require an internet connection and a device with a microphone and video camera enabled. Those wishing to make a statement to the meeting who do not have internet access can do so via telephone. Technical guidance on the practicalities of participating via Zoom will be given at the point of confirming your registration slot, but if you have any questions regarding the best way to participate in this meeting please call Democratic Services on 01799 510 369/410/467/548 who will advise on the options available.

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

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

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#### **General Enquiries**

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

Telephone: 01799 510510

Fax: 01799 510550

Email: [uconnect@uttlesford.gov.uk](mailto:uconnect@uttlesford.gov.uk)

Website: [www.uttlesford.gov.uk](http://www.uttlesford.gov.uk)

# Agenda Item 2

## **SCRUTINY CALL-IN RE: Corporate Plan Delivery Plan 2021/22**

Call in of a Cabinet Decision – Approval of the Corporate Plan Delivery Plan 2021/22

### **a. Decision:**

RESOLVED to approve the corporate plan delivery plan 2021/22, as set out in appendices A-D.

### **b. Reason for call-in:**

To consider the decision to approve the corporate plan delivery plan 2021/22, as set out in appendices A-D, noting the need for greater clarity, specificity and where appropriate targets and performance indicators.

### **c. Call in by:**

Cllr Neil Gregory

Cllr Christian Criscione

Cllr Alan Dean

Cllr Geoffrey Sell

|                          |  |                      |                       |
|--------------------------|--|----------------------|-----------------------|
| <b>Committee:</b>        | Cabinet  | <b>Date:</b>         | Tuesday, 9 March 2021 |
| <b>Title:</b>            | Corporate Plan Delivery Plan 2021/22   |                      |                       |
| <b>Portfolio Holder:</b> | Councillor Neil Reeve, Portfolio Holder for the Economy, Investment and Corporate Strategy |                      |                       |
| <b>Report Author:</b>    | Dawn French, Chief Executive<br>dfrench@uttlesford.gov.uk<br>Tel: 01799 510400             | <b>Key Decision:</b> | No                    |

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## Summary

1. Council approved a revised corporate plan for 2021-2025 at its meeting on 23 February 2021.
2. Attached to this report is the corporate plan delivery plan for 2021/22 to detail how the ambitions set out in the corporate plan will be advanced during the financial year 2021/22.

## Recommendations

3. To approve the corporate plan delivery plan 2021/22, as set out in appendices A-D.

## Financial Implications

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

## Background Papers

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

None

## Impact

- 6.

|                            |   |
|----------------------------|---|
| Communication/Consultation | Consultation specific to projects within the delivery plan will be undertaken as necessary. |
| Community Safety           | Community safety projects are identified within the delivery plan.                          |
| Equalities                 | Work arising from the recently approved   |

|                                 |  |
|---------------------------------|--|
|                                 | equality policy is referenced in the plan  |
| Health and Safety               | Any health and safety implications resulting from actions or projects in the delivery plan will be the subject of appropriate risk assessments, where necessary.   |
| Human Rights/Legal Implications | Any human rights or legal implications arising from individual projects within the delivery plan will be assessed and addressed.   |
| Sustainability                  | Sustainability is a key focus of the plan.   |
| Ward-specific impacts           | Any ward specific issues arising from individual projects within the delivery plan will be identified.   |
| Workforce/Workplace             | The Corporate Plan Delivery Plan details the priorities and expectations of members and will enable staff to be more confident in delivery of services. Any workforce implications arising from individual projects within the delivery plan will be assessed and addressed. |

## Situation

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

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

### **Feedback from Scrutiny**

16. The meeting of Scrutiny to feedback on the CPDP 21/22 is to be held following the publication of the agenda for Cabinet.
17. A verbal report will be provided to Cabinet on the feedback of the Scrutiny Committee which will meet on Thursday 4 March.

### **Risk Analysis**

18.

| Risk                                  | Likelihood | Impact | Mitigating actions   |
|---------------------------------------|------------|--------|--|
| The Delivery Plan cannot be delivered | 2          | 4      | The plan reflects the current and reasonably anticipated position of the organisation. It will be monitored regularly by |

|   |   |   |   |
|---|---|---|---|
|   |   |   | Cabinet   |
| The Delivery Plan actions do not further the Council's priorities as intended | 1 | 4 | Actions have been selected that are considered most appropriate to support the Council's priorities; evaluation will be ongoing to reflect on whether the outputs achieve the outcomes expected |

1 = Little or no risk or impact

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

3 = Significant risk or impact – action required

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

## Corporate Plan Delivery Plan 2021/22 Cabinet 9 March 2021

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

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

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

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

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

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

## Corporate Plan Delivery Plan 2021/22 Cabinet 9 March 2021

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

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

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

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

## Active place maker for our Towns and Villages

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

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

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

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

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

**Active place maker for our Towns and Villages**

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

## Corporate Plan Delivery Plan 2021/22 Cabinet 9 March 2021

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

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

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

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

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

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

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

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

**Corporate Plan Delivery Plan 2021/22 Cabinet 9 March 2021**

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

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

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

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

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