



## Public Document Pack

# Uttlesford District Council

Chief Executive: Peter Holt

## Scrutiny Committee

**Date:** Monday, 21st March, 2022

**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 and R Pavitt

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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** 4 - 15  
To consider the minutes of the previous meetings.
- 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** 16 - 17  
To receive the updated Cabinet Forward Plan.
- 6 Local Plan Project Management - Quarter 4** 18 - 33  
To note the Local Plan Project Management Report for Quarter 4.
- 7 Economic Development Plan Progress Report** 34 - 40  
To note progress of the Economic Recovery Plan in 2021/22.
- 8 Corporate Plan Delivery Plan 2022/23** 41 - 88  
To consider the Corporate Plan Delivery Plan 2022/23.
- 9 Scrutiny Work Programme 2022/23** 89 - 92  
To consider the draft Scrutiny Work Programme 2022/23.

## **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. 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.

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# Agenda Item 2

**SCRUTINY COMMITTEE held at COUNCIL CHAMBER - COUNCIL OFFICES,  
LONDON ROAD, SAFFRON WALDEN, CB11 4ER, on THURSDAY, 16  
DECEMBER 2021 at 7.00 pm**

Present: Councillor N Gregory (Chair)  
Councillors A Coote, C Criscione (via zoom non-voting),  
G Driscoll, V Isham, R Jones, P Lavelle, G LeCount and G Sell

Officers in attendance: B Brown (Assistant Director - Environmental Services), T Coleman (Interim Director of Planning), C Edwards (Democratic Services Officer), C Fiddy (Climate Change Project Officer), C Gibson (Democratic Services Officer), P Holt (Chief Executive), A Lindsell (Democratic Services Officer), S Miles (Local Plans and New Communities Manager), S Payne (Local Plan Project Manager) and A Webb (Director - Finance and Corporate Services).

Also present: Councillor J Evans (Portfolio Holder for Planning and the Local Plan), Councillor P Lees (Leader of the Council) and Councillor L Pepper (Portfolio Holder for Environment and Green Issues).

Public Speakers: Councillor R Freeman and E Gildea

## SC41 **APOLOGIES FOR ABSENCE AND DECLARATIONS OF INTEREST**

Apologies were received from Councillor De Vries.

## SC42 **MINUTES OF THE PREVIOUS MEETING**

The minutes of the Scrutiny Committee (Local Plan) meeting held on 16 September 2021 were approved.

## SC43 **LOCAL PLAN QUARTER 3 PROJECT MANAGEMENT REPORT**

The Local Plan Project Manager presented the report, he said that the risk register had an overall rating of amber and was on target to deliver the agreed timetable. He said this was dependent on the risks being identified and managed.

He highlighted the following: -

- There were nine changes to the risk register since the last quarter, (page 13), he said the two most significant risks were the continuing budget pressures on the Council's finances and the risk identified to ensure that the Regulation 18 plan was based on evidence.

- The dashboard on page 16 had included future tasks by mistake, he said the actual number of live tasks was 734, but this had not altered the rag rating which showed there were no red tasks and 34 amber tasks.
- The workstream status on page 17 showed that the development options work would be sent to the consultants in line with the timetable and that the crucial further evaluation of the options would take place between now and the end of March 2022.
- The draft letter to the new Department of Levelling Up, Housing and Communities said that the Council was making good progress and mentioned the recent award won from the Royal Town Planning Institute East of England Regional Award for Excellence in Planning.

Further to a question from the Chair, Councillor Lees said she was grateful to the team for highlighting the financial risk in the interest of transparency. She said the administration would focus on delivering the Local Plan within the timetable and all spending needs including the Local Plan would feed into the budget process. She said that the process of recruiting the Director of Planning would start on the 21<sup>st</sup> December 2021.

Members agreed that it was a very comprehensive report.

In response to questions from Members the following comments were made: -

The Local Plan Project Manager confirmed that the New Communities Senior Planner had left the Council. An internal candidate had been recruited and there was now a need to back fill that post. Before leaving the Council the Officer had completed all his current work and there had been a comprehensive handover.

The Local Plan and New Communities Manager said that an interim Officer was in place and this temporary member of staff would be employed for the next 2 to 3 months to cover the gap until the team was back to the full complement.

Councillor Evans said that the risk relating to job mobility within the Planning department was under constant observation. He was confident in the Senior team and the management of the process which ensured there would be continuity and the transfer of knowledge.

The Interim Director of Planning said that the new staff members were experienced and had worked on other local plans. She said the outside consultants were being used for the technical work and all work carried out was on shared files. She said the team had regular meetings and worked closely together. She said the risk register was there to highlight these issues.

The Local Plan Project Manager said that the revised deadline for the Regulation 18 consultation had allowed for a workshop to brief Members more fully. He said the effect on the timetable was that the Regulation 19 plan would have 2 months less time to be completed. He said that because the preparation of the Regulation 18 plan was more thorough that this would mean there would be less time needed for the preparation of the Regulation 19 plan.

The Local Plan Project Manager said that the risk register was a dynamic document and that the transport modelling was a risk that had been identified. He said that in order for the transport modelling consultants to accommodate best practice the timetable had been modified.

The Interim Director of Planning said that the transport modelling had been impacted by Covid, in terms of the ability to collect and verify the data. She had asked for the methodology to be checked at the highest level to ensure it was robust under examination. She said that this had been done through partnership with Essex County Council and other authorities and she was confident that the current position and timeframes could be achieved. She reiterated that the risk register would continue to change.

The Local Plan Project Manager said that the mitigation for risk number 12, regarding significant applications being granted on appeal and the effect on the emerging strategy, was to ensure that Policy Officers and Development Management Officers worked closely together, collaborating, and sharing knowledge.

The Local Plan Project Manager said that there was more work to do in order that the process around the major sites was streamlined. He said an update would be provided at the same time as the Regulation 18 stage when the preferred options were confirmed as proposals. This would be taken initially to the Local Plan Leadership Group through Cabinet and onto Full Council.

The Chair pointed out a spelling mistake on the letter to the Department of Levelling Up, Housing and Communities, in the second paragraph the date should read May/June 2022.

In response to risk items raised by the Chair, the Local Plan Project Manager said: -

- Risk 37 – related to the evidence base that needed to be completed. This risk reflected that the Local Plan was at a key stage of the process and deadlines were crucial.
- Risk 38 – related to the risk that the transport evidence was not available on time and recognised that transport was a key element of the process and it was time pressured.
- Risk 42 was a new risk which related to the negotiations with larger sites being more streamlined.
- Risk 43 was added as it was so vital to use the evidence base on the Regulation 18 plan.

Councillor Evans said that funds did not only come from within the Council but said that a joint submission with Essex County Council had been sent to Homes England seeking support for extra resources. He said efforts would continue to secure other funding.

The Interim Director of Planning said that one of the most important things was to be prudent and use the money available wisely.

The Chair asked that if there was any further slippage to the timetable that Members were informed outside of the normal cycle of meetings. He was impressed by the transparency and clarity that the report provided and he commended Councillor Evans and the team for a fantastic job.

He asked that the typing error was changed on the letter and suggested that the Committee approved the letter on page 31 and that it was sent on behalf of the Council. The Committee agreed unanimously.

AGREED: To send the letter to the Department of Levelling Up, Housing and Communities with the typing mistake amended.

#### SC44 **PUBLIC SPEAKERS**

Mr Gildea spoke in support of the Climate Change Action Plan and said he did not think the plan was over ambitious as it was important to have deeply radical change.

He was pleased that the report said that the use of carbon offsetting would be used as a last resort and that the budget would be utilised to maximise whatever leverage was necessary to increase the impact of the grant funding.

He commended the report for its thoroughly researched realism.

Councillor Freeman also spoke about the Climate Change Action Plan, he said that it was difficult to implement the wishes and ideas put forward and it was especially challenging with the limited resources in the team.

He thought it was important that the Council used whatever leverage they had, to firstly bring their own carbon footprint down and secondly to use their influence to persuade residents to do the same. He said that the domestic sector was the second largest contributor to CO2 output and half of this related to heating. He said there were things that could be done through the Council's statutory duties, and as a planning authority to use these powers to get the best possible energy efficiency of houses that were consented through the planning process. He said this could be achieved through the Local Plan.

#### SC45 **CLIMATE CHANGE ACTION PLAN**

Councillor Pepper presented the report. She said that the document had been updated to consider the points raised at the last meeting. An executive summary had been added, appendix 1 showed a list of actions to be completed by March 2022 and appendix 2 was an updated action plan.

She said there would be a climate change website blog launched to communicate to residents the Council's ambitions and progress made. She said in response to Members comments each action included a timescale for delivery and expected outcomes.

She said although it was not always straight forward to come up with specifics regarding cost and carbon savings this would be done wherever possible.

She said some items did need further investigation and this would be reviewed, and the document would continue to evolve.

Members agreed that the document was greatly improved and ambitious and thanked Councillor Freeman and Mr Gildea for their comments.

Members agreed that Councillor Freeman's suggestion to use the Council's influence through Planning and other Committees like the Licensing and Environmental Committee was very important to drive up environmental standards and could have a significant impact.

Councillor LeCount said that the Planning Committee Working Group had been set up to help with the issues around new planning applications. He said this was one of the ways the Council could contribute to the reduction in carbon.

Councillor Freeman said that the Planning Committee had been successful in ensuring that all new builds had electric charging points or at the least the duct works to enable them to be installed easily at a later date. He suggested that this was extended to ensure all new properties were also heat pump ready. He said that these were ways of using the Council's influence and did not cost the developer a great deal of money.

The Leader of the Council said that the Climate Change Planning Policy was at the forefront of the Local Plan.

Councillor Isham suggested that a chart was added to show the total spend, what was left, projected spend and actual spend as well as what the money was spent on.

Councillor Pepper thanked the Committee and said that the suggestions made would be taken on board.

The Chair thanked Councillor Pepper and Officers for the report and welcomed the changes which made the document much clearer. He also agreed with Councillor Freeman's comments. He commended the document and suggested that it was sent onto Cabinet. He said that it was important to remember that the Scrutiny Committee was a critical friend in equal balance.

AGREED: to remit the Climate Change Action Plan to Cabinet.

*The meeting ended at 8.45pm.*

**SCRUTINY COMMITTEE held at COUNCIL CHAMBER - COUNCIL OFFICES,  
LONDON ROAD, SAFFRON WALDEN, CB11 4ER, on THURSDAY 3  
FEBRUARY 2022 at 7.00 pm**

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

Officers in attendance: T Coleman (Interim Director of Planning), C Edwards  
(Democratic Services Officer), P Holt (Chief Executive), A Knight  
(Assistant Director - Resources), J Walsh (Planning  
Transformation Lead) and A Webb (Director - Finance and  
Corporate Services)

Also present: Councillor J Evans (Portfolio Holder for Planning and the Local  
Plan), Councillor N Hargreaves (Portfolio Holder for Finance and  
Budget), Councillor P Lees (Leader of Uttlesford District Council)  
and Councillor N Reeve (Portfolio Holder for Economy and  
Investment).

**SC46 APOLOGIES FOR ABSENCE AND DECLARATIONS OF INTEREST**

There were no apologies for absence received.

**SC47 MINUTES OF THE PREVIOUS MEETING**

The minutes of the meeting held on 23 November 2021 were approved.

Councillor Jones proposed and Members agreed that the Lead Member  
approach for matters of general committee business would no longer be used.

**SC48 SCRUTINY WORK PROGRAMME**

The Chair said it had been suggested that the Scrutiny annual report be  
discussed at the meeting after March to enable the results of that meeting to be  
included in the report. Members agreed.

He proposed that in the future if there was evidence that some areas were  
performing well, the Committee would take a lighter touch. This meant that  
Officers did not have to produce long detailed reports and the Committee's time  
would be used as efficiently as possible. The Members agreed and therefore  
this would be implemented from the next meeting.

SC49 **STANSTED AIRPORT APPEAL REVIEW**

Councillor LeCount gave a verbal update to the meeting. He said that work had started and documents had been passed to the independent panel members. He said there would be a draft report later in February that would be presented to the working group. The main report would be ready by April 2022.

The Chief Executive said that this was a sensitive subject due to the process of fee negotiations that were still on going with the Airport and therefore details could not be discussed more fully. He said that he appreciated the public interest in the report, which he said would be fully published, debated and lessons learnt.

He said that necessary documents and evidence had been handed over and that part of the interim report process would be to test with Members of the Working Group that the list of documents was complete.

Councillor LeCount said that he would be asking Members to provide questions to put to the independent group to ensure a robust process with the correct focus.

SC50 **PLANNING REVIEW PROGRESS REPORT**

The Chair said that this report was an update following the review of the planning function, the subsequent appointment of two interim senior managers and the detailed recommendations provided by this Committee through Councillors Jones and Criscione.

Councillor Evans presented the report which had been drafted by the Planning Transformation Lead. He said there were 85 tasks and actions in total shown using a traffic light system: -

- 35 tasks were at green and had been completed.
- 10 were red but these were wish list items.
- The remaining 40 tasks were amber and were being worked on.

He said progress was good and there would be a more comprehensive report in March.

The Interim Planning Director said this review was on track to be completed by the end of March, but she said it was an ongoing process that was dependent on other factors.

She said that there was a national issue around the recruitment of planning staff at a senior level and this would need to be considered in the long-term using other ways to train younger staff members to a senior level through graduate schemes and apprenticeships.

She said that once there was a Local Plan in place, the Council would be in a much stronger position and Officers would be able to provide more guidance and support to the Planning Committee when making decisions on applications before them.

She said that the Local Plan was vital as the initial step to ensure that decisions were made more quickly as they would be based on the adopted policies. She said once this was in place all other supplementary planning documents could then be implemented.

She said the next 18 months would ensure that the Development Management function was structured in a streamlined way in order to provide a better service when the Local Plan was put in place. A Project Officer had been appointed to check that the commitments in the Planning Performance Agreements (PPA's) were met.

In response to Members questions the following responses were given: -

Councillor Evans said that there were challenges to recruit within the planning function but the closing date for applications to appoint the Director of Planning had not yet been reached, (the closing date for applications was 16<sup>th</sup> February 2022), and therefore he could not comment on what response had been received.

He said that the improvement of the service for residents and Members could not be quantified by one item or be given a specific date for completion, but he said that by the summer there would be significant changes and improvements.

The Chief Executive said that where planning staff would be based was part of a bigger issue of getting staff back into the buildings. He said that there would be drop in facilities for members of the public and the working pattern of all staff would be based on the business need as well as individual preferences. He said that he hoped this would be clearer by April when the Government legislation came to an end.

There was discussion by Members regarding the difficulties of getting hold of the Planning department and particularly enforcement by phone or e-mail. Members said that there needed to be a much better system of reply. There was a training need for young apprentices and planners if they were mainly based at home to fill the gap that working alongside someone and learning from them would create.

Councillor Evans said that the red items were not lower priority and were essential as part of the process. He said the report explained the significance of the Infrastructure Funding Statement, the first of which had been recently published on the website. He said that there was some funding in the budget for next year which would ensure that the technical work could be completed.

He said that PPAs had historically been created on an ad hoc basis but there were plans to standardise these so that they were Uttlesford District Council documents in terms of style and stated requirements. This meant that applicants and developers would be asked to agree to the Council's terms and conditions.

The Planning Transformation Lead said that the new Project Officer was in place and was looking at the PPA's, focusing on best practice guidance and making the documents simple and straight forward. She said the current PPA's could be serviced but in the future resources would be considered for every PPA.

Councillor Evans said that incentives for developers to apply for a full application rather than outline followed by a full application would be looked at.

The Chair said that the Committee noted that there were clear plans in place with the focus on implementation and a strong team. He said that the concerns raised regarding service levels would be taken on board by the Chief Executive and he suggested that the report be remitted to Cabinet and revisited at the September meeting for a full update.

AGREED: That the report be remitted to Cabinet.

#### SC51 **CORPORATE PLAN 2022-2026**

The Chair said that the Corporate Plan stated in paragraph 9 that it would not be substantially altered, he said it was an aspirational document with the detail being in the other reports that fed into it, (the budget, Medium Term Financial Strategy (MTFS) and the corporate plan delivery plan). He asked the Leader how she would reconcile the reality of the budget and the delivery plan.

The Leader said that all the evidence would be reviewed and any decisions that needed to be made would be addressed, she said the Chief Executive and his team were looking at all the possibilities going forward.

Members agreed that this document related to the Administration's ambitions and therefore it was not necessary to scrutinise in depth as this would come with the focus on the delivery plan which would be presented at the next meeting.

#### SC52 **MEDIUM TERM FINANCIAL STRATEGY AND BUDGET PROPOSALS 2022/23**

The Chair said that although all the budget was important, he thought that given the circumstances of the budget reduction this would be the Committee's focus in terms of how to proceed with the necessary cost cutting and revenue enhancement.

Councillor Hargreaves presented the report and said he would concentrate on the General Fund and Council Tax, the MTFS for the next 5 years and matters that were discussed at the Investment Board which took place yesterday.

He said that the Commercial Strategy had been discussed at the Investment Board meeting and had provided an update on the Council's investments along with the change of rules from the Government in December and how this would be dealt with. One area of risk that had not been included was the possibility of a debt cap from the government, who could mandate that a Council could not borrow over a certain amount. He said that this risk was low, and the new rules were being followed, but this would be added to the main risk list document.

He said the Local Plan had a budget of £6.8m which had been set aside over a 5-year period. He said that this budget already existed but had been brought together to make it clearer and to show how it would be spent over the years.

He said there were problems with Uttlesford Norse, this had been identified as a risk but did not present a financial risk. He said that if money needed to be spent to resolve this problem it would come from the Housing revenue account.

The Chair asked if the 4.9% increase in rent offered value for money for the tenants considering there could be problems with service levels for repairs and maintenance.

Councillor Hargreaves said that he thought the increase did offer good value and had been agreed with the Tenants Forum. He said that there was also the option of applying for Housing Benefit if residents were not able to afford their rent.

The Chair agreed to take this issue out of the meeting to discuss further.

Councillor Hargreaves continued with his presentation, he said that Council Tax would be rising by £5 a year which equated to an increase of 3.09%. This would raise an extra £190,000.

He said it was a balanced budget with a small surplus of £346,000.

He highlighted the table on page 144, item 19 which was a comparison table showing the changes from last years Council Tax requirement 2021/22 to this years 2022/23. He said the inescapable growth figure of £1.9m included costs for Little Canfield, increased agency costs for driver shortages, staff increases and transformation costs. The service growth figure included the S106 IT system for process control and a new system for monitoring IT system vulnerability.

He said the fair funding and business rates reforms had not been carried out, and there was a further one-year extension of the New Homes Bonus with no legacy payments.

He said the MTFS showed in paragraph 7 how the Commercial Strategy had to be changed. He said the Council would continue to develop the Chesterford Retail Park (CRP) with the option of buying the other part Stane Retail Park under the new rules.

Finally, he highlighted the table on page 87 the General Fund 5 Year Summary and the deficit of £5.6m in 2026/27. He said that the intention would be to partly offset this by selling one of the commercial assets and using the profits for capital expenditure in order to bring the deficit amount down to £2.6m.

In response to Members questions the following responses were given: -

The Director of Finance and Corporate Services said that the pay award offer for 2021/22 had been turned down by the Union. He said there was a process in place to try and resolve this and the 2022/23 award could not be finalised either. He said there was money in the budget to cover this but thought it unwise to declare the percentage put aside at this point.

Councillor Hargreaves said that there was publicity on the website regarding the ward initiative, he suggested that the best way to publicise was locally.

He said that out of 300 Councils there were only 10 Councils with investments of serious concern, but the new rules effected all Councils.

The Chief Executive said there was a modest driver vacancy challenge. He said it was a tough market to recruit and there were agency drivers being used which cost more. He said there were initiatives to train up drivers within the Council and there were currently 4 members of staff undergoing a programme of training.

Councillor Hargreaves said that he thought the finance department was effectively structured, but he appreciated that there were only a few senior members of Finance staff. He said that the department was efficiently run but this did mean that there was a risk if something happened to one of the staff members.

The Chief Executive said that it was a very lean organisation which meant there was a challenge with resilience issues. This was the same across all departments in the Council and he was aware of the problems it raised.

Councillor Hargreaves said there was a plan to provide long term sustainability of the Council, but this was a work in progress, and he could not give any assurances or a definitive answer yet.

He said he was not aware that an equality impact assessment had taken place in terms of the rise in rent charges but said that the rise had been reviewed with the Tenants Forum. He said that he would investigate this further and would consider carrying out the relevant assessment.

Councillor Hargreaves said there were discussions at the Investment Board meeting on how to increase revenue. He said it was difficult to raise much extra income through regular services, but car park charges could be an option, however this would be balanced along with the need of local businesses. He said that the focus would be through the commercial investment side and the renting out of the London Road offices.

He said the Council owned the land at Chesterford Retail Park which meant a higher rate of return could be achieved.

The Assistant Director – Resources said that there was a typing mistake on page 161, and the contract end date for North Essex Parking Partnership (NEPP) should be March 2022. Other inconsistencies in the car parking data on page 50 which stated the income was assumed to be returning to normal levels and on page 145 and 153 stating a reduction in the budget would be investigated. She said the uptake in car parks differed across the district, but she would provide a breakdown by e-mail to the Committee.

The Chair thanked Councillor Hargreaves and the team on an enormous amount of work. He said there needed to be urgency on taking the necessary steps to find the revenue enhancing and cost cutting measures required and asked for early visibility. He suggested an update and progress report before the summer.

He said that it was important that the burden should fall on those most able to bear it. The Committee agreed to remit the report to Cabinet with appropriate comments.

AGREED: That the report be remitted to Cabinet with appropriate comments.

*The meeting ended at 9.00pm.*

## UTTLESFORD DISTRICT COUNCIL CABINET FORWARD PLAN

Item	Meeting	Date	Brief information about the item and details of documents submitted for consideration	Key Decision?	Part 2?	Portfolio Holder	Contact officer from where the documents can be obtained
Car Park Ticket Machines - Consultation	Cabinet	29 Mar	to report responses on the consultation responses to the new cashless ticket machines in Car Parks	No	Open	Portfolio Holder for Council and Public Services	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 Business, Economy, Jobs, Investment and Strategy; Youth Services	Peter Holt, Chief Executive pholt@uttlesford.gov.uk
Developers' Contribution draft Supplementary Planning Guidance document for public consultation	Cabinet	29 Mar	To consider the Developers' Contribution draft Supplementary Planning Guidance document before public consultation.	No	Open	Portfolio Holder for Planning, Stansted Airport, Infrastructure Strategy and the Local Plan	Jeremy Pine, Planning Policy/Development Management Liaison Officer jpine@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
First Homes Planning Advisory Note	Cabinet	29 Mar	A Planning Advisory Note to provide guidance to applicants on the government's First Homes policy.	No	Open	Portfolio Holder for Planning, Stansted Airport, Infrastructure Strategy and the Local Plan	Stephen Miles, Local Plans and New Communities Manager smiles@uttlesford.gov.uk
Stebbing Neighbourhood Plan	Cabinet Council	29 Mar 20 Apr	To consider the Stebbing Neighbourhood Plan.	No	Open	Portfolio Holder for Planning, Stansted Airport, Infrastructure Strategy and the Local Plan	Demetria Macdonald, Planning Policy Officer dmacdonald@uttlesford.gov.uk
Outside Body Appointment: LGA General Assembly	Cabinet	29 Mar	To appoint the Leader to the LGA General Assembly.	No	Open	Leader	Ben Ferguson Democratic Services Manager <a href="mailto:bferguson@uttlesford.gov.uk">bferguson@uttlesford.gov.uk</a>

# Agenda Item 6

**Committee:** Scrutiny Committee

**Date:**

**Title:** Local Plan Project Management - Quarter 4

Monday, 21 March  
2022

**Report Author:** Stephen Miles, Local Plans and New Communities Manager  
smiles@uttlesford.gov.uk

## Summary

1. This report provides an update report on risks and project management for the local plan during Quarter 4 of the current financial year.

## Recommendations

2. That the Committee note the conclusions of the report on risk and project management and endorses the proposed actions.
3. That the Committee notes the attached draft letter update to the Department of Levelling Up, Housing and Communities for Quarter 3 of the current financial year.

## Financial Implications

4. The project management arrangements are funded from the approved local plan budget.

## Background Papers

5. No additional papers were referred to by the author in the preparation of this report.

## Impact

- 6.

Communication/Consultation	No impact
Community Safety	No impact
Equalities	No impact
Health and Safety	No impact
Human Rights/Legal Implications	No impact

Sustainability	No impact
Ward-specific impacts	No impact
Workforce/Workplace	No impact

## Situation

- At the meeting on 7 October 2020 the Committee endorsed the arrangements for regular project and risk management reports on the local plan, including formal quarterly updates for the Government in accordance with a Full Council resolution. This report provides an update for Quarter 4 in accordance with the agreed arrangements and seeks any comments to the proposed Department for Levelling Up, Housing and Communities (DLUHC) update.

## Risk Register Update

- The latest version of the Risk Register is attached as Appendix 1.
- There are eleven risks identified with updates or comments. Two key risks relate to having appropriate inputs to support the Local Plan timetable (ID refs 37 and 38). The officer workshop was able to go ahead on 25 February to support the timetable. Two significant risks relate to staffing (ID refs 2 and 17), a senior planner is leaving the Council, and this has created a vacancy in the team. Recruitment is underway to this post, previously identified vacancies have been filled.
- A comment has been added to risk 12 to reflect the designation of the Council for major planning application appeals, this has not amended the overall scoring of this risk. Risk ID 20 notes that appointment of a permanent interim director of planning is underway. A new comment at risk 39 identifies how the risk around GIS resourcing is being managed.
- Risk 42 identifies an action to be raised at a forthcoming developer forum, relating to the Memoranda of Understanding. Finally, risk 44 is a new risk identifying the potential need for additional stages of consultation. This risk relates to unknown factors, for example the potential for representations received to identify issues not previously considered, such that they necessitate relooking at an issue.

## Project Plan Update

- The format of the update follows the approach agreed at the October 2020 Scrutiny Committee which is in three parts, the overview 'Dashboard', the 'Workstream Status' and an extract from the live Project Plan.

### Workplan Dashboard

- This document is shown in Appendix 2, and provides a high level summary of what is happening. The arrow changes refer to the previous dashboard as it was reported to Committee in December. In comparison with last quarter the

total number of live tasks has decreased from 831 to 722. It is important to note that there are currently no 'Red' rated tasks (i.e. critical tasks that require to be urgently resolved) but there are 7 'Amber' rated tasks that require prompt action. Details of all the tasks are summarised in the following sections.

Workstream Status

- 14. This document is shown in Appendix 3 and is intended to provide a single assessment of the overall status of the project (with a Red/Amber/Green RAG rating) and then a commentary. Significant progress continues to be made. Leadership Group are receiving a steady stream of reports on the evidence base. Officers are currently working to narrow down to a preferred option to recommend to members before going out to a regulation 18 consultation on the Local Plan.
- 15. The key area of risk at this point are around the identification of the preferred strategy and the drafting of the Regulation 18 Local Plan. Work is underway on drafting the policies and explanation in the plan as well as evaluating the alternative sites. The achievement of the timetable is dependent on the prompt completion of all this work.

Project Plan Live Tasks

- 16. This document is shown in Appendix 4, and is an extract from the live database in Microsoft Project for Quarter 4. It shows all the tasks which have been or are due to be progressed within the current quarter with a description of the task, assigned officer, key dates, a RAG rating and comments which set out what needs to be done to change all ratings to green ones.

**Draft Progress Letter to DLUHC**

- 17. A draft update letter is shown in Appendix 5 based on the information above and the Committee is requested to note the contents.

**Conclusions**

- 18. The current progress on the local plan is in accordance with the revised timetable agreed with the Scrutiny Committee on 16 September 2021 with the local plan being ready for submission to the Planning Inspectorate in August 2023 as set out in the approved Local Development Scheme. The actions identified in the Risk Register and Project Plan are being actively undertaken

**Risk Analysis**

19.

Risk	Likelihood	Impact	Mitigating actions
Failure to successfully Project Manage	1 – Provided robust and effective	4 - Lack of Spatial Strategy and	Establish a robust and effective project management system

the Local Plan will result in an unsound Plan	project management system established	planning policies leading to potentially unacceptable development	with appropriate oversight by the Scrutiny Committee
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1 = Little or no risk or impact

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

3 = Significant risk or impact – action required

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

ID REF.	DATE RAISED	RISK DESCRIPTION	RISK SCORE			MITIGATION MEASURES	AFTER RISK MITIGATION			ASSIGNED	STATUS	UPDATES & COMMENTS	COMPLETE
			LIKELIH OOD	IMPACT	TOTAL SCORE		LIKELIH OOD	IMPACT	TOTAL SCORE				
1	24.08.20	Insufficient Resources to complete the plan	4	5	20	Effective project plan, approved budget and successful bids for external funding.	1	5	5	Tracey Coleman	open		
2	24.08.20	Insufficient capacity and lack of skills to complete the plan	4	5	20	Skills audit, management fo resource, training programme and recruitment of any additional staff	3	5	15	Tracey Coleman	open	<b>Required Action</b> - Recruitment commencing for senior planning policy officer (aviation) to be confirmed. Active management of staff leave to ensure Reg 18 plan ready for formal consideration. Planning Policy Officer also commencing March 7th.	
3	24.08.20	Evidence base flawed, incomplete or not up to date	3	5	15	Effective project management and governance	1	5	5	Stephen Miles	open		
4	24.08.20	Failure of community engagement to inform decision making	4	5	20	Approved project plan and effective project management	1	5	5	Stephen Miles	open		
5	24.08.20	Failure of DtC with stakeholders and statutory consultees	3	5	15	Effective project management and governance	1	5	5	Stephen Miles	open		
6	24.08.20	Failure to address corporate vision and objectives	2	5	10	Effective governance and project management	1	5	5	Tracey Coleman	open		
7	24.08.20	Plan is unsound due to failure to comply with statutory requirements	4	5	20	Effective project management and project leadership	2	5	10	Stephen Miles	open		
8	24.08.20	Preparation of the plan is delayed or slow and overtaken by events	4	5	20	Effective project management and governance	5	5	15	Stephen Miles	open		
9	24.08.20	The plan will not address the full impact of economic and social change arising from Covid 19	4	5	20	Develop evidence base and ensure effective community engagement	3	5	15	Stephen Miles	open		
10	24.08.20	The plan will fail to secure community benefit through lack of land value capture or public investment	4	5	20	Develop methodology including effective negotiations and funding bids	3	5	15	Stephen Miles	open		
11	24.08.20	Failure to convince inspector that housing land supply is sufficient	4	5	20	Prepare sound housing land policies based on evidence	2	5	10	Stephen Miles	open		
12	24.08.20	Applications being granted on appeal undermine emerging strategy	5	5	25	Planning policy and development management to liaise closely in the determination of application and dealing with any subsequent appeals	3	5	15	Tracey Coleman	open	<b>New Comment:</b> In addition to risk around appeal determinations, considration needs to be given to the recent designation to UDC and major applications will be determined by PINS.	
13	24.08.20	Social distancing and the impact of Covid 19 will undermine the effectiveness of community engagement	4	5	20	Prepare a community engagement programme that takes social distancing into account.	1	5	5	Stephen Miles	open		
14	24.08.20	National changes to the plan making system through Planning for Change undermine the local plan making process	5	5	25	Continuing to review proposals arising from White Paper, formal representations as required and ongoing project plan review	3	5	15	Tracey Coleman	open	<b>New Comment:</b> Need to keep under careful review, revised proposals from new SoS of DLUHC	
15	24.08.20	Revised standard housing methodology leads to unacceptable and undeliverable housing numbers	5	5	25	Discussion and meeting with officials at DLUHC, formal representations and project plan review	2	5	10	Stephen Miles	open		

16	07.09.20	Devolution White Paper leads to administrative changes that undermine the LP making process	5	5	25	Engage in informal discussions with Stakeholders and respond to White Paper when published	2	5	10	Peter Holt	Open		
17	07.09.20	Loss of staff and or difficulty in recruiting people with the appropriate skills and experience	4	5	20	Training programme, effective HR procedures and recruiting measures	3	5	15	Tracey Coleman	Open	New Comment - See also ID 2	
18	07.09.20	Volume and nature of consultation responses unmanageable	4	5	20	Approved project plan and effective project management	1	5	5	Stephen Miles	Open		
19	07.09.20	Lack of capacity of Stakeholders to respond in an effective and timely manner	3	5	15	Approved project plan and effective project management	1	5	5	Stephen Miles	Open		
20	07.09.20	Unexpected events making call on corporate resources	5	5	25	Ability to modify project plan and resourcing to respond to unexpected events	2	5	10	Tracey Coleman	Open	New Comment - Appointment of permanent Interim Director of Planning underway.	
21	07.09.20	Lack of political consensus	4	5	20	Establish LPLG with regular briefings and engagement with members	3	5	15	Tracey Coleman	Open		
22	07.09.20	Inconsistencies arising between LP and NP's	3	4	12	Review emerging strategy in the light of provisions in NP's	2	4	8	Stephen Miles	Open		
23	07.09.20	Problems with deliverability/viability of sufficient sites to needs/requirements	4	5	20	Effective site selection assessment and negotiation methodologies	2	5	10	Stephen Miles	Open		
24	07.09.20	Legal challenge on proposed adoption	3	5	15	Effections project management and sound legal advice	1	5	5	Tracey Coleman	Open		
25	07.09.20	Impact of use classes order on Town Centres undermine spatial strategy	3	4	12	Review implications in preparing LP strategy	1	4	4	Stephen Miles	Open		
26	07.09.20	Permitted development changes undermine spatial strategy	3	4	12	Review implications in preparing LP strategy	1	4	4	Stephen Miles	Open		
27	07.09.20	Climate emergency and international agreements are not taken into account	3	5	15	Review implications in preparing LP strategy	1	5	5	Stephen Miles	Open		
28	07.09.20	Implications of Brexit adversely affect economic and growth proposals in the LP	3	4	12	Review implications in preparing LP strategy	1	4	4	Stephen Miles	Open		
29	08.10.20	Government Intervene to take over Local Plan Process	4	5	20	Approve LDS and deliver to approved timetable. Effective project management.	1	5	5	Stephen Miles	Open	Required Action: Report of Cabinet in April on revised LDS timetable.	
30	08.10.20	Project Plan Document becomes corrupted	3	4	12	Follow protocol for backing up updated Risk Register and Project Plan	1	4	4	Stephen Miles	Open		
31	05.11.20	Community Engagement is not effective due to technical platform issues	3	4	12	Pre- Event practice sessions.Host officer to be trained in technical support and deliver solutions during event	1	4	4	Hayley Coles	Open		
32	25.11.20	Community Stakeholder Forum fails to make an effective contribution to the Issues and Options stage	4	5	20	Balanced membership of panel, clear operating rules and effective communications to encourage public participation <b>with proactive support from all elected members.</b>	2	5	10	Stephen Miles	Closed		19.05.21
33	13.01.21	Capacity constraints in the inhouse procurement team lead to delays in procurement	2	5	10	Consider additional procurement capacity to support multiple projects	1	5	5	Gordon Glenday	Closed		14.04.21
34	10.03.21	Extent and timing of evidence base work is not coordinated and delays the preparation of the plan or compromises its content	3	4	12	Effective Project Planning to coordinate evidence base work	3	4	12	Stephen Miles	Open		
35	07.04.21	Failure to procure consultancy work to achieve evidence base work on time	4	5	20	Effective procurement processes and programmes	1	5	5	Simon Payne	Closed		06.12.21

36	07.04.21	Delays in making decisions during governance process results in failure to achieve agreed LP timetable.	4	5	20	Realistic programme and effective member management of governance decision making	3	5	15	Tracey Coleman	Open		
37	17.05.21	Failure to prepare the plan on the agreed timetable due to evidence base work not being completed or available on time.	5	4	20	Effective project management of key work streams	5	4	20	Stephen Miles	Open	<b>Required Action</b> - The preparation of the Regulation 18 plan is dependant upon 7 consultants completing the evaluation of the initial development options by 25th February '22. Lead officers are actively engaged in this task.	
38	19.05.21	Transport Evidence will not be available in time for the LP programme	5	5	25	Identification and introduction of mitigation measures to ensure that the evidence is available when needed.	4	5	20	Ben Kennedy	Open	<b>Required Action</b> - The preparation of the Regulation 18 plan is dependant upon transport consultants completing the evaluation of the initial development options by 25th February '22. Lead officer is actively engaged in this task.	
39	18.08.21	Delays in uploading data onto GIS due to one person dependency	3	2	6	Availability of alternative resources to update GIS in a timely way.	2	2	4	Stephen Miles	Open	<b>New Comment:</b> Policy officer in weekly contact with GIS officer to coordinate work.	
40	06.09.21	Delay to the preparation of the Reg 18 Local Plan due to site assessment work taking longer than expected	4	5	20	Project Manager to review options including re-timing without impact on programme	3	5	15	Simon Payne	Closed		06.12.21
41	13.09.21	Delays to Local Plan due to Officer time directed to new initiatives.	2	4	8	Management of expectations and work project around pressure for new policy initiatives	1	4	4	Stephen Miles	Open		
42	16.11.21	Negotiations with Promoters of larger development sites becomes complex and time consuming.	3	3	9	Management of process to minimise complexity and need for negotiations.	2	3	6	Stephen Miles	Open	<b>Required Action:</b> Future of MOU to be discussed at Developer Forums March 15, 22 and quarterly following that.	
43	19.11.21	Plan is found to be unsound because choice of proposed site not supported by the evidence base	4	5	20	Robust evidence base driving the selection of proposed sites.	2	5	10	Stephen Miles	Open		
44	04.01.22	Additional round of Reg 18 or 19 stages needed, creating delays in the delivery of the Local Plan	3	5	15	Effective project management of key work streams	2	5	10	Stephen Miles	Open	<b>New Risk</b>	

## Local Plan Workplan Dashboard - (17.02.22)

Period Q4 01.02.22 – 31.03.21

TOTAL TASKS TO DATE	
722	TOTAL TASKS

BREAKDOWN IN STATUS		
662	TOTAL COMPLETED (from commencement of project to date of report)	
18	TOTAL STARTED (in period)	
42	TOTAL NOT STARTED (in period)	

RAG STATUS OF ALL WORK TASKS*completed tasks do not show in RAG rating		
	0	
	7	
	53	

**DATE OF UPDATE: 16.02.22**  
**LOCAL PLAN WORKSTREAM STATUS PERIOD:**  
**QUARTER 4**  
**01.01.22 - 31.03.22**

<b>RAG Status</b>		<b>AMBER</b>
<b>Reasons</b>	<b>Actions</b>	<b>Date</b>
The senior planning (aviation post) needs to be filled following the retirement of the current officer after the retirement of the current officer in March.	Follow through recruitment processes.	16.02.22 - 30.04.22
There is a risk consultants do not deliver evidence base on time and/or within specification.	Project Officer has established a monthly coordination meeting with consultants. Lead officers in close contact with consultants.	16.02.22 - 30.04.22
Transport Modelling adjusted to include VISUM work for the regulation 19 version of the Local Plan. Tight timescale for transport study input into Reg 18 plan	Ensuring work completed on the agreed timetable.	13.10.21 - 30.08.22
Preparation of preferred option.	Work underway by officers.	16.02.22 - 11.04.22

<b>Required Decisions</b>		
<b>Description</b>	<b>Expected by</b>	<b>Due Date</b>
Support for Reg 18 Plan	LPLG	19.04.22
Support and approval of Reg 18 plan for consultation	Cabinet/Council	28.04.22 - 10.05.22

**Executive Summary**

All 17 Consultants are engaged and LP Officers are actively working on the Evidence Base. A paper on methodology and programme was agreed by LPLG in April and the Group and Cabinet agreed the Local Plan objectives during May. LPLG and Cabinet considered housing numbers in June. The Preliminary Outline Strategy for the Local Plan was supported by Cabinet on 02.09.21.

299 sites identified through the call for sites process have now been assessed by officers. The assessments were published for comment by the Parish and Town Councils, Ward members and Promoters with a deadline of 29.11.21 and this information is currently being reviewed. This information is in the final stages of review.

Officers have met the Landowners and meetings taking place with Promoters of larger development sites.

The major stage in the Reg 18 work is the identification of the preferred development option. 2 Officer workshops will take place with the SA consultants (AECOM) during the next 3 weeks. This will then allow the consultants to carry out the testing of the preferred option before finalising the draft Reg 18 Plan.

Staff changes continue to be a significant factor. A Senior Planner (Aviation role) is currently subject to recruitment and a replacement policy planner is commencing duties on March 7th. It is vital that all staff changes related to the LP preparation are managed promptly and effectively given the demanding timescales and the current crucial stages of the process. In due course the appointment of a permanent director of planning will require full briefings.

The next three months are crucial to the identification of the preferred strategy and the drafting of the Regulation 18 Local Plan. Work is underway on drafting the policies and explanation in the plan as well as evaluating the alternative sites. The achievement of the timetable is dependant on the prompt completion of all this work.

## Q4 Current Local Plan Live Tasks 17.02.22

Unique ID	Task Name	Start	Finish	Resource Names	% Complete	RAG Rating	Progress Notes
<b>2439</b>	<b>Board and Meeting Governance</b>						
<b>2519</b>	<b>1 Local Plan Project Board</b>						
2553	Present Tasks Process to Reg 18 Consultation	Mon 07/03/22	Thu 10/03/22	Hayley Coles, Stephen Miles	0%		
2520	Special Meeting pre Reg 18 Draft LP Consultation	Mon 28/03/22	Thu 07/04/22	Stephen Miles, Hayley Coles	0%		Brief Director of Planning and CEX on Reg 18 LP proposals for consultation
<b>1537</b>	<b>2 Corporate Overview Board</b>						
2538	13 - Corporate Overview Board	Tue 01/02/22	Wed 24/02/22	Stephen Miles, Hayley Coles	70%		Papers being presented by TBC
2539	14 - Corporate Overview Board	Tue 01/03/22	Wed 23/03/22	Hayley Coles, Stephen Miles	0%		Papers being presented by TBC
<b>2386</b>	<b>3 Local Plan Leadership Group</b>						
2488	17 LPLG	Mon 21/02/22	Wed 09/03/22	Stephen Miles	0%		Meeting 01.03.22 deadline for documents - Creative Arts & Culture, Heritage, Landscape - TBC Workshop & Meeting
2489	18 LPLG	Mon 21/02/22	Wed 06/04/22	Stephen Miles	0%		Meeting 29.03.22 deadline for documents - Chapters for Reg 18 Plan
<b>1547</b>	<b>5 LP Scrutiny Committee</b>						
1546	10 Scrutiny Committee	Mon 07/03/22	Mon 14/03/22	Hayley Coles	0%		Papers being presented by TBC
<b>1616</b>	<b>9 Evidence Base and Strategic Site Coordination Meetings</b>						
2191	6 - Local Plan Evidence Base Coordination meeting	Thu 17/02/22	Thu 24/02/22	Hayley Coles, Stephen Miles	0%		Agenda to be circulated 21.02.22 (HC)
<b>1334</b>	<b>10 Duty to Cooperate (generic)</b>						
1267	4 Arrange Draft Local Plan discussion with all DfC partners	Tue 01/03/22	Fri 29/04/22	Jane Wormald, Stephen Miles	0%		Round Table Meeting to be arranged for Mar/April - Confirm following LPPB 13.01.22
2571	6 Negotiate with Site Promoters on Infrastructure Contributions Stage 2	Tue 01/03/22	Wed 31/07/24	Stephen Miles	0%		(Team) Subject to confirmation of allocation
2485	7 DfC meeting with GCP to discuss Preferred Options April '22	Tue 01/03/22	Fri 29/04/22	Stephen Miles, Hayley Coles	0%		Formal/Informal meeting format to be agreed.
<b>2530</b>	<b>12 Uttlesford Developer Forums</b>						

2532	3 Inception Meeting	Wed 09/02/22	Tue 15/03/22	Hayley Coles, Stephen Miles	40%		
2533	4 Meeting 2	Tue 08/03/22	Tue 22/03/22	Hayley Coles, Stephen Miles	0%		
<b>2569</b>	<b>13 All Member Briefings</b>						
2570	Briefing on Draft Reg 18 LP Consultation	Thu 31/03/22	Mon 11/04/22	Hayley Coles, Stephen Miles	0%		
<b>1376</b>	<b>Evidence Base</b>						
<b>1349</b>	<b>Air Quality Technical Planning Guidance</b>						
1602	4 ACS - Stage 2 Business support and understanding corporate ambitions	Tue 01/03/22	Mon 07/03/22	Lois Bowser	0%		Will involve wider collaboration beyond planning, with Communities, Business support and understanding corporate ambitions. Meeting held with Peter Holt 5.1.2022 meetings to explore next steps to be put in place, likely Feb 2022.
<b>1317</b>	<b>Employment Needs &amp; Economic Development Assessment (ENEDA)</b>						
1736	9 ENEDA - Stage 3 Detailed work to inform Reg 19 Submission Plan	Mon 14/02/22	Fri 13/01/23	Joanna Hill	85%		
<b>1691</b>	<b>Heritage Sensitivity Assessment</b>						
1454	8 HSA Stage 3 Commencement	Mon 03/01/22	Fri 25/02/22	Stephen Miles	1%		
1434	9 HSA Stage 3 – Completion of Study	Mon 03/01/22	Fri 25/02/22	Stephen Miles	0%		take to LPLG March
<b>1649</b>	<b>Infrastructure Delivery Plan (IDP)</b>						
2467	7 IDP - Review Reasonable Alternatives against infrastructure requirements	Tue 11/01/22	Thu 31/03/22	Lois Bowser	20%		26.01.22 - Extension to contract agreed with consultant for additional assessment of seven principal spatial options
<b>1663</b>	<b>Landscape Sensitivity Assessment - (LSA)</b>						
2153	9 LSA - Part 3 Commencement	Mon 03/01/22	Fri 25/02/22	Jane Wormald	2%		Work underway
1291	10 LSA - Part 3 Completion	Mon 03/01/22	Fri 25/02/22	Jane Wormald	0%		Report to LPLG March 22
<b>1685</b>	<b>Local Wildlife Sites Review (LoWS)</b>						
2155	7 LoWS - Stage 2 Project Completion	Wed 02/03/22	Wed 01/06/22	Jane Wormald	0%		26.01.22 - Aiming to receive report in time for Reg 18
<b>1660</b>	<b>MasterPlanning (MP)</b>						
2470	6 Input Masterplanners work on Larger Preferred Option Sites	Fri 04/03/22	Thu 31/03/22	Jack Bennett	0%		Work to be carried out by We Made That and JB for inclusion in Reg 18 Plan

2522	7 MP Evaluation of Initial Development Options	Mon 03/01/22	Fri 25/02/22	Jack Bennett	38%		Work to be carried out by We Made That and JB to inform selection of preferred option
<b>1656</b>	<b>Renewable Energy &amp; Decarbonised Energy Study (DES)</b>						
2156	8 DES - Stage 4 Detailed Work to inform Reg 18 Submission Plan - Assessment based on emerging spatial strategy with policy assessment	Mon 14/02/22	Tue 05/04/22	Lois Bowser	20%		26.01.22 - Research on going and first draft anticipated 3rd February - check LPLG deadlines
2468	9 Review Reasonable Alternatives against Carbon implications	Fri 11/02/22	Fri 25/02/22	Lois Bowser	5%		26.01.22 - Report anticipated by 28th January with progress meeting arranged 26th January
<b>1305</b>	<b>Sustainability Appraisal (Preferred Options) - (SA)</b>						
2414	7 Preferred Options work	Mon 31/01/22	Thu 31/03/22	Jane Wormald	50%		26.01.22 - update - see notes box
2219	12 Assess the Draft Plan	Tue 01/03/22	Thu 31/03/22	Jane Wormold	0%		
2475	13 Review Reasonable Alternatives against SA work	Mon 03/01/22	Thu 31/03/22	Jane Wormold	5%		26.01.22 - Underway - AECOM have started work on preparing to assess the options but still require some of the evidence e.g. transport and the final site assessment criteria to feed into this.
2220	14 Draft SA Report	Fri 04/03/22	Thu 31/03/22	Jane Wormold	0%		This will follow for Reg 18 once the SA of the reasonable alternatives have been completed and the policies have been drafted for AECOM to assess them.
1457	15 Final SA Report - For Consultation Date	Fri 04/03/22	Thu 31/03/22	Jane Wormold	0%		TBC - This will be for the Reg 19 version of the plan
<b>1338</b>	<b>Transport Study (TS)</b>						
2460	9 Tetrattech to complete Traffic Model	Mon 24/01/22	Fri 25/02/22	Ben Kennedy	1%		Model operational deadline date tbc
2471	10 Tetrattech to complete testing of Traffic Model	Mon 31/01/22	Fri 25/02/22	Ben Kennedy	95%		Model working successfully
2473	11 Tetrattech to have run Reasonable Alternatives Scenarios	Mon 31/01/22	Fri 25/02/22	Ben Kennedy	0%		Report of results
2472	12 Tetrattech to have run Preferred Spatial Strategy	Mon 31/01/22	Thu 31/03/22	Ben Kennedy	0%		Report of required mitigation measures
2253	15 - A120 Corridor Visum model & analysis	Mon 03/01/22	Fri 25/11/22	Ben Kennedy	5%		Tetrattech carrying out modelling work
1495	16 - Net Zero Carbon Transport Strategy	Fri 11/02/22	Thu 03/03/22	Ben Kennedy	0%		
1342	17 - Transport infrastructure delivery plans – District-wide / Saffron Walden / A120 Corridor	Thu 03/02/22	Mon 03/10/22	Ben Kennedy	0%		<b>Report to LPLG Nov '21 review % and RAG</b>
<b>1641</b>	<b>Viability Study (VS)</b>						
2474	7 Review Reasonable Alternatives against viability	Fri 18/02/22	Fri 18/02/22	Lois Bowser	10%		26.01.22 - Commenced but requires input from other consultants. W/Housing have responded to several queries around measures to input to viability assessment iteration(s) . Awaiting Education input on cost of (secondary) schoolprovision.
1633	9 VS - Stage 3 Consultation and Publication on Preferred Options (Regulation 18)	Mon 31/01/22	Thu 31/03/22	Lois Bowser	0%		Consultation and Publication on Pre-Submission draft (Regulation 19)

1643	10 VS - Stage 4 Ongoing Viability Assessments of policies and requirements (including enhancements arising from climate change policies) in order to underpin the deliverability of the plan as a whole	Mon 21/02/22	Mon 21/11/22	Lois Bowser	0%		Ongoing Viability Assessments of policies and requirements (including enhancements arising from climate change policies) in order to underpin the deliverability of the plan as a whole
1507	<b>Water Cycle Study (WCS)</b>						
2146	9 WCS - Stage 5 Consultation and Publication on Preferred Options (Regulation 18)	Tue 01/03/22	Fri 29/04/22	Lois Bowser	0%		
2201	<b>Larger Sites</b>						
2275	<b>Larger Site - Birchanger</b>						
2416	3 Officers prepare site specific MOUs (based on the final version in 3) and send out with FAQs to developers/promoters who have agreed in principle.	Tue 01/03/22	Wed 13/04/22	Luke Mills,Jeremy Pine	0%		
2277	<b>Larger Site - East of Gt. Chesterford</b>						
2319	3 Officers prepare site specific MOUs (based on the final version in 3) and send out with FAQs to developers/promoters who have agreed in principle.	Tue 01/03/22	Tue 15/03/22	Luke Mills	0%		
2273	<b>Larger Site - East of Stebbing Green</b>						
2274	3 Officers prepare site specific MOUs (based on the final version in 3) and send out with FAQs to developers/promoters who have agreed in principle.	Tue 01/03/22	Tue 15/03/22	Jane Wormald,Ben Kennedy	0%		
2281	<b>Larger Site - Gransmore Green Felsted</b>						
2321	3 Officers prepare site specific MOUs (based on the final version in 3) and send out with FAQs to developers/promoters who have agreed in principle.	Tue 01/03/22	Tue 15/03/22	Jane Wormald,Ben Kennedy	0%		
2283	<b>Larger Site - Great Dunmow East</b>						
2345	3 Officers prepare site specific MOUs (based on the final version in 3) and send out with FAQs to developers/promoters who have agreed in principle.	Tue 01/03/22	Wed 13/04/22	Jane Wormald,Ben Kennedy	0%		
2285	<b>Larger Site - Leaden Roding</b>						
2286	3 Officers prepare site specific MOUs (based on the final version in 3) and send out with FAQs to developers/promoters who have agreed in principle.	Tue 01/03/22	Wed 13/04/22	Luke Mills	0%		
2287	<b>Larger Site - South of Gt. Dunmow</b>						
2313	3 Officers prepare site specific MOUs (based on the final version in 3) and send out with FAQs to developers/promoters who have agreed in principle.	Tue 01/03/22	Wed 13/04/22	Jane Wormald	0%		
2289	<b>Larger Site - Stansted Mountfitchet</b>						
2329	3 Officers prepare site specific MOUs (based on the final version in 3) and send out with FAQs to developers/promoters who have agreed in principle.	Tue 01/03/22	Tue 15/03/22	Jane Wormald,Demetria Macdonald	0%		

2291	<b>Larger Site - Stebbing</b>						
2333	3 Officers prepare site specific MOUs (based on the final version in 3) and send out with FAQs to developers/promoters who have agreed in principle.	Tue 01/03/22	Mon 06/06/22	Jane Wormald	0%		
2293	<b>Larger Site - Takeley</b>						
2315	3 Officers prepare site specific MOUs (based on the final version in 3) and send out with FAQs to developers/promoters who have agreed in principle.	Tue 01/03/22	Tue 29/03/22	Jane Wormald,Lois Bowser	0%		
2295	<b>Larger Site - Tye Green Elsenham</b>						
2341	3 Officers prepare site specific MOUs (based on the final version in 3) and send out with FAQs to developers/promoters who have agreed in principle.	Tue 01/03/22	Wed 13/04/22	Luke Mills	0%		
2297	<b>Larger Site - West of Gt. Dunmow</b>						
2331	3 Officers prepare site specific MOUs (based on the final version in 3) and send out with FAQs to developers/promoters who have agreed in principle.	Tue 01/03/22	Tue 15/03/22	Jane Wormald,Lois Bowser	0%		
2523	<b>Preferred Option Selection Process</b>						
2524	Meeting 1 - Officer & AECOM Review Evidence for Initial Development Sites in Existing Settlements	Mon 14/02/22	Fri 25/02/22	Stephen Miles, Hayley Coles	25%		Date agreed 25.02.22 and draft agenda to be presented to team 16.02.22 for approval
2525	Meeting 2 - Officer & AECOM review Evidence for Selection of New Settlements	Fri 25/02/22	Mon 07/03/22	Stephen Miles, Hayley Coles	25%		Date agreed 07.03.22 and draft agenda to be presented to team 16.02.22 for approval
620	<b>Preferred Options Prep Work</b>						
629	5 Governance on preferred options (Reg 18)	Tue 01/03/22	Tue 10/05/22	Stephen Miles	0%		Not Started.
2440	<b>SPD Design Guidance</b>						
2413	SPD Design Guidance	Tue 01/03/22	Thu 31/03/22	Jack Bennett	0%		
1245	<b>Strategic Land Availability Assessment SLAA</b>						
1301	17 Publish final SLAA report alongside Preferred Options consultation	Tue 01/03/22	Tue 10/05/22	Joanna Hill, Jane Wormald	0%		
2513	Selection of Preferred Option based on evidence and assessment work	Fri 11/02/22	Mon 07/03/22	Stephen Miles	20%		

**XXXXX LETTERHEAD TO BE ADDED XXXX**

Sara Lewis  
Senior Planning Officer  
Planning Development Plans  
The Department for Levelling Up, Housing and Communities  
Fry Building,  
2 Marsham Street,  
London SW1P 4DF

XX March 2022

Our ref: Please ask for Stephen Miles on 01799 510346

email: smiles@uttlesford.gov.uk

Dear Ms Lewis,

#### **Uttlesford Local Plan Update**

I refer to my previous letters when I provided updates on progress by the Council to prepare a new local plan. This letter deals with the position up to the end of Quarter 4 of the current financial year.

I am pleased to advise you that work continues to progress well with the intention of the Council submitting the local plan for Examination in 2023 in accordance with the Local Development Scheme (LDS) which was adopted by the Council last year. I anticipate the Council will update the LDS in the shortly to reflect progress and also a minor change to the publication date of the Regulation 18 Local Plan which I advised you about in my quarter 2 letter of this year. The consultation is now due to take place in May and June 2023.

In addition, the following progress has been made since my last letter to you:

- Seventeen consultant studies are progressing and this work will form the evidence base that will support the local plan. Recent reports to members have included the final retail capacity study, the infrastructure delivery plan baseline study, the settlement hierarchy and a report on culture, creativity and the arts;
- Officers and key consultants have progressed work on preparing Reasonable Alternatives and evaluation of these options is taking place at the time of writing this letter; and
- Further discussions have taken place with the promoters and landowners of a number of the largest potential development sites, or clusters of sites, to listen to an update on their sites.

The Council is actively managing the Local Plan timetable.

The Scrutiny Committee of the District Council continues to monitor progress on the local plan through regular updates on the Risk Register and Project Plan. I expect to send you the next update before the end June 2022.

Please do not hesitate to contact me if you require any further information.

Yours sincerely,

Stephen Miles....

DRAFT

# Agenda Item 7

<b>Committee:</b>	Scrutiny	<b>Date:</b>	Monday 21 <sup>st</sup> March 2022
<b>Title:</b>	Economic Recovery Delivery Plan Year 1		
<b>Portfolio Holder:</b>	Portfolio Holder for the Economy, Investment and Corporate Strategy		
<b>Report Author:</b>	Linda Howells, Economic Development Officer lhowells@uttlesford.gov.uk Angela Knight, Assistant Director - Resources aknight@uttlesford.gov.uk	<b>Key decision:</b>	N

---

## Summary

1. The Council have previously approved the 3 year Uttlesford Economic Recovery Plan and the 1<sup>st</sup> year's Delivery Plan for 2021/22.
2. The Delivery Plan for 2021/2022 identified five priority areas of work, each contained objectives. Appendix 1 contains the details of the priorities and the objectives.
3. The previous report to Scrutiny on 18/11/2021 outlined the factors that had impacted performance in 2021/2022 and the continuing focus on the delivery of business support grants to local businesses that had been the hardest hit by the COVID-19 pandemic. The Omicron variant surge in December 2021 sharpened that focus.
4. The amount of business support grants are detailed in the body of this report, as are some of the other business support initiatives that have been delivered during 2021/2022.

## Recommendations

5. To note progress of the Economic Recovery Plan in 2021/22

## Financial Implications

6. None

## Background Papers

7. 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.

Uttlesford Economic Recovery Plan  
Uttlesford Economic Recovery Delivery Plan 2021/22

## Impact

8.

Communication/Consultation	None
Community Safety	None
Equalities	None
Health and Safety	None
Human Rights/Legal Implications	None
Sustainability	None
Ward-specific impacts	None
Workforce/Workplace	None

## Situation

9. The Council have previously approved the 3 year Uttlesford Economic Recovery Plan and the 1<sup>st</sup> year's Delivery Plan for 2021/22.
10. The Council have also approved a £1 million Business Recovery Fund to be spent in the period 2021 to 2024 on activities outlined in the Economic Recovery Plan.
11. The Delivery Plan for 2021/2022 identified five priority areas of work, each contained objectives. Appendix 1 contains the details of the priorities and the objectives.
12. The previous report to Scrutiny on 18/11/2021 outlined the factors that had impacted performance in 2021/2022 and the continuing focus on the delivery of business support grants to local businesses that had been the hardest hit by the COVID-19 pandemic. The Omicron variant surge in December 2021 sharpened that focus.
13. The Essex County Council funded Essex Business Adaptation Fund (EBAF) was delivered by the Economic Development Team. In 2020/21 £176k was paid out in grants to 133 businesses, while in 2021/22 £1.4 million was paid out to local businesses. In total 638 grants, totalling £1.6 million were paid to 408 local businesses from the EBAF scheme.
14. In 2020/21 the Economic Development Team supported the Business Rates Team who were administering numerous Government funded business support grants. In total the Business Rates Team administered in excess of £35 million in business support grants, in addition to several extended

business rate relief schemes. The Economic Development Team promoted the grant information and dealt with queries from local businesses.

15. On 1/4/2021 the Economic Development Team took over the administration of the Additional Restrictions Grant (ARG) while the Business Rates Team continued to administer all the remaining schemes.
16. In total the Council have received £4 million in ARG funding from the Government. The Business Rates Team had paid out £1.1 million pre-April 2021. £182k was spent on business support initiatives in partnership working across north Essex. The remaining balance of £3.8 million has been paid out to a wide range of businesses, some have continued to be severely affected, particularly the travel, tourism, and aviation sectors, while others were badly affected by the Omicron variant in December 2021 and January 2022 but were ineligible for the Government funded Omicron Hospitality and Leisure Grant. Recently grants have also been paid out to enable businesses to purchase e-cargo bikes and to support the hard-hit tourism sector to upgrade or develop their digital platforms to be able to compete in the “new normal”.
17. The Business Rates Team have paid out more than £550k from the Omicron Hospitality and Leisure Grant since early December 2021.
18. Essex County Council provided £222k as Additional Business Support grant which was administered as ARG by the Economic Development Team and paid out to local businesses in June and July 2021.
19. The pressure to deliver the business support grants has resulted in other activities being delayed and alongside other factors the spend profile has been impacted. The spend profile for 2021/22 is included as Appendix 2.
20. The Economic Development Team have also administered the delivery of the Welcome Back Fund with £162k of European Regional Development Fund monies being spent on initiatives to encourage people back into the town and village centres of Saffron Walden, Great Dunmow, Stansted Mountfitchet and Thaxted.
21. In addition to the grants administration the team have continued to focus support on those sectors who have been the hardest hit, including the tourism sector, and in March 2022 launched a new website [www.discoveruttlesford.co.uk](http://www.discoveruttlesford.co.uk). A new mobile app DSCVR Uttlesford will be launched by the end of March 2022 and will feature Saffron Walden, Great Dunmow, Stansted Mountfitchet and Thaxted before being rolled out across the district. This is intended to increase footfall in the town and village centres and will sit alongside the website to encourage residents and visitors to enjoy a day out or short break in the district.
22. Some activities that we expected to deliver in 2021/2022 will now be delivered in early 2022/23 including HGV training for local unemployed people. Unemployment has dropped considerably since its highs in May 2020 but there are still an additional 500 people who are unemployed and claiming benefits than there were in February 2020.

23. Other activities launched during the pandemic are still benefitting local businesses but now at no cost to the Council. [www.clickitlocal.co.uk](http://www.clickitlocal.co.uk) is now self-sustaining and the number of Uttlesford businesses continue to increase.
24. The Council successfully hosted pre-recorded business start-up training webinars from The Rebel Business School as part of a national pilot. This initiative expires on 31/3/2022 and further work will be considered later in 2022 after the business start-up project funded by the North Essex Economic Board expires on 30/11/2022.
25. The last two years have been challenging for every business, in so many ways. Even those businesses who were able to stay open most of the time have had to face supply chain difficulties and many businesses are facing recruitment issues. The Economic Development Team have experimented to reach as many different businesses as possible, and to provide support to them. We have learned a lot; some activities have been successful and some have not. We will continue to listen, to develop and adapt our services to effectively meet the needs of local businesses.
26. The Delivery Plan for 2022/23 is in development, with a similar structure to Year 1 but a different focus as businesses transition from survival to recovery, building resilience in their business models and growth.

## Risk Analysis

27.

Risk	Likelihood	Impact	Mitigating actions
[Click here - see below]	[Click here]	[Click here]	[Click here]

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 1

### Priority 1 – Business Engagement and Support

Objective 1.1 – Support businesses already located in Uttlesford district

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

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

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

Objective 1.5 – Work with partners to ensure the residents and businesses across the district benefit from the delivery of superfast broadband

### Priority 2 – Information, Advice and Guidance

Objective 2.1 – Promotion of national, regional, county and local initiatives

Objective 2.2 – Provision of information, advice and guidance to local businesses, start-ups and potential businesses

### Priority 3 – Skills and Training

Objective 3.1 – Provision and promotion of initiatives to support local residents into work

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

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

### Priority 4 – Creating Jobs / Inward Investment

Objective 4.1 – Support the sustainable growth of existing businesses

Objective 4.2 – Increase inward investment

### Priority 5 – creating a “greener” local economy

Objective 5.1 – Support local businesses to address Climate Change issues

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

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

## Appendix 2

<b>Spend Profile by Priority and Objective</b>		
<b>Priority / Objective</b>	<b>Original Proposed spend</b>	<b>Spend profile at 31/3/2022</b>
<b>Priority 1 – Business Engagement and Support</b>		
1.1 Support businesses already located in Uttlesford district	£51,050	£23,250
1.2 Support businesses in sectors hardest hit by the COVID-19 pandemic	£35,000	£17,200
1.3 Foster the development of existing town centres as vibrant locations for business and leisure	£67,520	£47,250
1.4 Support business start-ups and pre-starts	£10,000	£zero
1.5 Work with partners to ensure the residents and businesses across the district benefit from the delivery of superfast broadband	£20,000	£10,000
<b>PRIORITY 1 TOTAL</b>	<b>£183,570</b>	<b>£97,700</b>
<b>Priority 2 – Information, Advice and Guidance</b>		
2.1 Promotion of national, regional, county and local initiatives	£21,450	£6,950
2.2 Provision of information, advice and guidance to local businesses, start-ups and potential businesses	£ zero	£zero
<b>PRIORITY 2 TOTAL</b>	<b>£21,450</b>	<b>£6,950</b>
<b>Priority 3 – Skills and Training</b>		
3.1 Provision and promotion of initiatives to support local residents into work	£32,000	£zero
3.2 Promote and support initiatives to help young people into work	£8,750	£zero
3.3 Promotion of skills and training initiatives, including digital skills	£5,000	£zero
<b>PRIORITY 3 TOTAL</b>	<b>£45,750</b>	<b>£zero</b>
<b>Priority 4 – Creating Jobs / Inward investment</b>		
4.1 Support the sustainable growth of existing businesses	£60,000	£zero
4.2 Increase inward investment	£25,000	£25,000
<b>PRIORITY 4 TOTAL</b>	<b>£85,000</b>	<b>£25,000</b>
<b>Priority 5 - Creating a “greener” local economy</b>		
5.1 Support local businesses to address Climate Change issues	£ zero	£zero
5.2 Support the growth of businesses to maximise the	£ zero	£zero

opportunities of the green economy		
5.3 Research and develop plans to grow the green economy in Uttlesford	£8,000	£zero
<b>PRIORITY 5 TOTAL</b>	<b>£8,000</b>	<b>£zero</b>
Costs of management of Delivery Plan	£4,000	£700
<b>OVERALL TOTAL</b>	<b>£347,770</b>	<b>£130,350</b>

**Committee:** Scrutiny

**Date:**

**Title:** Corporate Plan Delivery Plan 2022/23

21 March 2022

**Report Author:** Richard Auty  
Assistant Director – Corporate Services

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## Summary

1. Council approved a revised Corporate Plan for 2022-2026 at its meeting on 22 February 2022.
2. As in previous years, a one-year Delivery Plan underpins the Corporate Plan which details how the ambitions set out in the Corporate Plan will be advanced during the financial year 2022/23.

## Recommendations

3. Members are invited to consider the draft Delivery Plan for 2022/23 and provide feedback to Cabinet.

## Financial Implications

4. Financial implications are referenced in the 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	None
Workforce/Workplace	The 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 2022-2026 was adopted by Full Council at its meeting on 22 February 2022. 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  
Champion of our district

8. The 2022/23 Delivery Plan is a one-year document which places key actions and projects against each of the priorities from the Corporate Plan. The Corporate Plan is reproduced in full in the left-hand column of the Delivery Plan.
9. The Delivery Plan does not attempt to provide a comprehensive account of all council work, even though day-to-day activities do of course contribute significantly towards meeting the priorities of the Corporate Plan.
10. For the first time, the Delivery Plan includes a summary document at the beginning which explains the purpose of the Plan. Of note is that several key strategies and plans will deliver substantially against the Corporate Plan priorities and those documents can be read alongside the Delivery Plan for a holistic view of the council's work.
11. Members will note four priorities in the Progressive Custodian of our Rural Environment section of the Delivery Plan have yet to be completed. This is due to staff absence during the period in which the delivery plan was drafted, including on the date of publication of this report. If possible, an update on these items will be given to the Committee at the meeting on 21 March.

## Risk Analysis

12.

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	1	4	Actions have been selected that are considered most appropriate to support the Council's priorities; evaluation intended will be ongoing to reflect on whether the outputs achieve the outcomes expected

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.



## Our vision:

### Making Uttlesford the best place to live, work and play



#### Putting residents first

We will: be a council that listens and acts for residents; delivers outstanding levels of transparency and accountability; be responsible with residents' money and mitigate the impact of government cuts

#### Active place-maker for our towns and villages

We will: masterplan new communities for and with residents; support neighbourhood planning; work with the airport on issues of concern to communities; support employment and retail areas; deliver more affordable homes; promote healthy lifestyles

#### Progressive custodian

We will: take action on climate change; conserve our natural resources; protect and enhance our rural character and heritage; take strong action on dealing with pollution

#### Champion for our district

We will: improve Uttlesford's connectivity; support our students, schools and libraries; work with partners to keep the district safe; work to create a better local health service for residents

<https://www.uttlesford.gov.uk/corporate-plan>

Uttlesford District Council's four-year Corporate Plan was first published in its current form in 2020, reflecting the priorities of the council administration elected in May 2019, and setting out the ambitious programme of improved outcomes for local communities on which the council was to focus over coming years. The Corporate Plan was subsequently reviewed in 2021 and again in 2022, with the priorities rolled forward each time. The priorities and the scale of ambition remain consistent and this Delivery Plan underpins those priorities with actions to be delivered during the 2022/23 year.

The Delivery Plan is a one-year document and so is substantially rewritten every year to reflect progress made and to accommodate changing circumstances in the world, not least the Coronavirus pandemic. Progress is reported to Cabinet quarterly, and the Delivery Plan sits alongside the council's wider performance management systems.

It is important to note that the Delivery Plan is not a comprehensive account of everything the council plans to do during the year. Instead, it provides one or more key actions which will contribute towards the delivery of each priority of the Corporate Plan. The Corporate Plan priorities are reproduced in their entirety in the left-hand column of the Delivery Plan and activities, outputs/milestones and resources are then mapped against them. For the most part, the Delivery Plan avoids detailing business as usual activity, except where the priority has already substantially been achieved or where no specific project is planned for the 22/23 year.

There are several key areas of council work which contribute substantially to the Delivery Plan across multiple priorities and even across multiple themes. These include:

The Local Plan

The Economic Development Recovery Plan

The Blueprint Uttlesford transformation programme

The Climate Crisis Strategy and Action Plan

The Planning Review Action Plan

The Corporate Plan and Delivery Plan are supported by a series of Service Plans, prepared at an operational level by each council service area.

A district council has the ability to both lead and serve its community in work to improve lives – this Delivery Plan sets out a substantial breadth and great height of ambition, both for the services directly within its control, and for those of other partner agencies with whom it partners and over whom it has influence.

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## Corporate Plan - Delivery Plan 2022/23

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

Putting Residents First				
We Will:	Activities	Outputs/Milestones	Resources	Lead CM/ Officer
<b>1. Be a council that listens to and acts for residents</b>				
<i>a. Increase the voice and influence of residents in planning and other Council matters</i>	Consultation on the emerging Local Plan	Effective consultation on the regulation 18 Local Plan in May 2022. Publication of the Regulation 19 Local Plan in Spring 2023.	Local Plan & New Communities team.	Portfolio Holder for Planning and Local Plan  Director of Planning
<i>b Administer public consultations that are effective, accessible, timely and high quality.</i>	A full residents' survey will be commissioned and delivered to inform the Blueprint Uttlesford project in areas such as customer interaction and channel preferences	Residents' survey conducted and reported by the end of Spring 2022.	Blueprint Uttlesford project team and Transformation Reserve – estimated cost of survey work is £15,000	Leader  Chief Executive
<b><u>Comment:</u></b>				
<i>c. Provide positive opportunities for young people to engage with their local community and do things that keep them safe</i>	Work through the Youth Strategy Group and the Youth Initiatives Working Group to align grant funding for local youth provision by March 2023	Review funding streams with the aim of combining into a single, bigger pot, by March 23	Existing resources – Communities Team	Portfolio Holder for Communities, Youth, Public Safety, Emergency Planning and liaison with the Police and Fire & Rescue Service

<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>and support improved mental wellbeing.</i>	<p>Encourage and support existing clubs/activities within the district to apply for funding where appropriate. March 2023</p> <p>Set up multi school young people's consultation panel.</p> <p>Encourage further participation in the youth council by working with Councillors to identify where it would be most beneficial and feasible to involve young people in the council process and to identify training for those young people to be able to integrate fully.</p>	<p>Grant applications received and awarded throughout 22/23</p> <p>Panel established by June 22</p> <p>Refresh of Youth Council by June 22</p>		Assistant Director of Housing, Health and Communities
<b><u>Comment:</u></b>				
<i>d. Improve the council's use of the web and social media to increase communication with residents</i>	Launch the Let's Talk Uttlesford community engagement portal which will improve the way we can interact with and gather feedback from residents on a wide range of topics	<p>Go live scheduled for end of April 22, to be piloted with Climate Change work</p> <p>Evaluation of uptake by end June</p>	£12,500 set up and running cost, funded from Climate Change budget	<p>Portfolio Holder for Environment and Green Issues; Equalities</p> <p>Portfolio Holder for Council and Public Services</p>

Putting Residents First				
We Will:	Activities	Outputs/Milestones	Resources	Lead CM/ Officer
		Further use to be scheduled through 22/23 including LCTS consultation in summer 22, subject to successful pilot		Assistant Director of Environmental Services  Assistant Director of Corporate Services
<b>Comment:</b>				
<i>e. Actively and positively engage with and listen to our town and parish councils</i>	Further develop the relaunched Parish Liaison Forum in order to ensure the meetings are relevant and useful for attendees	Hold two Forum meetings during 22/23 inviting representatives from all town/parishes. These meetings will be supplemented by smaller, localised meetings organised by parish/town councils themselves, with senior district council attendance  Survey town and parish councils for their views on how the Forum could be improved even further by December 22	Within existing resources	Portfolio Holder for Communities, Youth, Public Safety, Emergency Planning and liaison with the Police and Fire & Rescue Service  Chief Executive
<b>Comment:</b>				

<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>	Consider subscribing to Parish Online, an easy-to-use mapping service which could be accessed by all town/parish councils	Decision on subscribing based on views of how useful this service would be	Annual subscription is £3,100	Portfolio Holder for Communities, Youth, Public Safety, Emergency Planning and liaison with the Police and Fire & Rescue Service  Chief Executive
<b><u>Comment:</u></b>				
<b><i>2. Deliver local government with outstanding levels of transparency and accountability</i></b>				
<i>a. Implement a corporate change programme to increase accountability, transparency and democracy at the Council</i>	<p>Deliver the first year of the Blueprint Uttlesford corporate transformation project</p> <p>Review the equality objectives for the District Council to improve policy making and service delivery</p> <p>Implement delivery of the Equalities Policy ensuring the principles of the Equalities Act 2010 and the Public Sector Equality Duty are embraced.</p>	<p>Delivery of the savings required in the Medium Term Financial Strategy, currently estimated at £1m for 23/24</p> <p>Work with service areas to ensure awareness of the equality issues that impact on its daily business by June 2022</p> <p>Improve Level of Achievement attained under the Equality Framework for Local Government by March 23</p>	<p>Blueprint Uttlesford Project Team</p> <p>Transformation reserve funding, subject to detailed business case in Spring 22</p> <p>Within existing resources</p>	<p>Leader</p> <p>Chief Executive</p> <p>Portfolio Holder for Environment and Green Issues; Equalities</p> <p>Assistant Director of Housing, Health and Communities</p>

Putting Residents First				
We Will:	Activities	Outputs/Milestones	Resources	Lead CM/ Officer
	<p>Recruit staff members to a cross departmental Corporate Equality Standards Working Group by September 2022</p> <p>Facilitate ‘Celebrating Diversity Listening events’ for the community to highlight the challenges some of our residents face living in the district.</p>	<p>Appropriate staff recruited and working group established by September 22</p> <p>Facilitate seven listening events by March 23.</p>		
<b>Comment:</b>				
<i>b. Seek external review of and recognition for positive change achieved by the Council</i>	An LGA Peer Review into the Blueprint Uttlesford change programme is an option that will be developed at a later, appropriate stage of its delivery to help provide this kind of objective external benchmark.	Commissioning of peer review. Timescales to be confirmed	The peer review would be funded from the Transformation Reserve	Leader Chief Executive
<b>Comment:</b>				

<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>c. Deliver a comprehensive continuing member development programme</i>	<p>Scope further work on a continuing member development programme, including addressing risks around continuity of member experience around planning and licensing.</p> <p>Continue the existing improvements with increased all member and party group leader briefings.</p>	Development of appropriate programme for members by Summer 22 with targeted delivery pre-2023 election and a full development cycle from May 23	Member training budget	<p>Leader</p> <p>Chief Executive</p>
<b>Comment:</b>				
<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>	<p>Manage the commercial asset portfolio to maximise the income for the Council</p> <p>Continue to develop new buildings at Chesterford Research Park through Aspire (CRP) Ltd</p>	<p>Seek to maximise the value of the existing Stane Retail Park asset through the acquisition of phase 2 by December 2022</p> <p>Approve the funding for the commencement of at least two new buildings on Chesterford Research Park by 31 March 2023</p>	<p>Additional borrowing in accordance with Government and CIPFA guidance</p> <p>Existing resources</p>	<p>Portfolio holder for the Economy, Investment and Corporate Strategy</p> <p>Portfolio Holder for Finance and Budget</p> <p>Director of Finance and Corporate Services</p> <p>Assistant Director of ICT and Facilities</p>

Putting Residents First				
We Will:	Activities	Outputs/Milestones	Resources	Lead CM/ Officer
	Evaluate the option of reducing the portfolio by one asset	To enable the profit to be used to fund capital projects and thereby reducing the MTFS revenue shortfall forecasts by 31 March 23		
<b>Comment:</b>				
<i>b. Deliver cost-effective and efficient services that live within the Council's means</i>	<p>Blueprint Uttlesford project plan and business case to set a schedule of activities to review all areas of income and expenditure over a five year period.</p> <p>Establish a project team</p>	<p>Implement phase 1 of the project plan and carry out reviews on the identified areas of income and expenditure. The target net budget reduction for the financial year 2022/23 is £1m. This is projected to be identified by the Autumn to enable the outcomes to be included in the 2023/24 MTFS.</p> <p>A detailed project plan setting out the work by phases will be developed. Reports and updates on progress will be presented specifically on the outcomes of Blueprint Uttlesford.</p>	<p>Project Team</p> <p>Corporate Management Team</p> <p>Senior Management Team</p>	<p>Portfolio Holder for Council and Public Services</p> <p>Leader</p> <p>Chief Executive</p> <p>Assistant Director Resources</p>

Putting Residents First				
We Will:	Activities	Outputs/Milestones	Resources	Lead CM/ Officer
		<p>In addition, the normal quarterly reports will be presented as follows;</p> <ul style="list-style-type: none"> <li>• budget forecast outturn reports to Cabinet.</li> <li>• Annual outturn report to Cabinet</li> <li>• Annual MTFS and Budget</li> <li>• Outcome of the external audit</li> </ul>		
<b>Comment:</b>				
<i>c. Constantly seek to improve the quality of contracted out services</i>	Establish a contract monitoring service	New officer structure in place to monitor and help manage existing and future contracts by July 2022	Existing resources	Portfolio Holder for Council and Public Services  Corporate Management Team
<b>Comment:</b>				
<i>d. Apply for all relevant grants</i>	Research and identify all grants available to the council	Grant applications are made regularly subject to the council meeting specified criteria.	Existing resources	Portfolio Holder for Finance and Budget  Assistant Director of Resources

Putting Residents First				
We Will:	Activities	Outputs/Milestones	Resources	Lead CM/ Officer
<b>Comment:</b>				
<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>	<p>The MTFS is produced annually setting out the 5-year financial position for approval by Council in February.</p> <p>This is a live document and will be updated if there are any significant changes to the Council's financial position during the year.</p>	<p>The MTFS will be reviewed in line with the work programme of Blueprint Uttlesford.</p> <p>It is expected an updated mid-year MTFS will be submitted to Council, setting out the impact of the project work carried out in the first half of the year.</p>	Existing resources	<p>Portfolio Holder for Finance and Budget</p> <p>Assistant Director of Resources</p>
<b>Comment:</b>				
<i>f. Follow best practices for investment risk management and board composition</i>	Continue to ensure best practice is followed	To provide assurance and minimise risk with the commercial portfolio.	Existing Resources	<p>Portfolio holder for the Economy, Investment and Corporate Strategy</p> <p>Director of Finance and Corporate Services</p> <p>Assistant Director of ICT and Facilities</p>
<b>Comment:</b>				

## Corporate Plan - Delivery Plan 2022/23

***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>				
<i>a. Use Locally Led Development Corporations to deliver sustainable new settlements</i>	Progress discussions with government around establishing a development corporation	Decision from government as to appropriateness by December 22  Next steps to be confirmed, depending on government advice/decision	Within existing resources	Portfolio Holder for Planning, Stansted Airport, Infrastructure Strategy and the Local Plan  Director of Planning
<i>b. Provide the greatest level of influence and protection for communities adjacent to new settlements</i>	Consult with communities in the development of the Local Plan. Community stakeholder forums are planned for areas affected by substantial development.	Publication of a Regulation 18 consultation in May 22. Publication of a Regulation 19 version in Spring 23.  Commencement of community stakeholder forums following reg 18 consultation.	The Local Plan & New Communities team.	
<b><u>Comment:</u></b>				
<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</i>	Progression of restructure of Development Management to emphasise the need for place-making and quality	Restructured department by end of October 22	Within existing resources	Portfolio Holder for Planning, Stansted Airport, Infrastructure

<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>outcomes with and for all our communities</i>	design in forthcoming major schemes			Strategy and the Local Plan Director of Planning
<b><u>Comment:</u></b>				
<i>b. Facilitate Neighbourhood Planning across the district through strong engagement with and support of all town and parish councils</i>	Support Town and Parish Councils that want to develop Neighbourhood Plans.	Neighbourhood Plan areas being designated. Regulation 14 and Regulation 16 consultation periods being undertaken. Neighbourhood Plans being 'made'. Timescales as appropriate to each Neighbourhood Plan group.	Support from the Local Plan & New Communities team, RCCE and appropriate consultancy.	Portfolio Holder for Planning, Stansted Airport, Infrastructure Strategy and the Local Plan  Director of Planning
<b><u>Comment:</u></b>				
<i>c. Implement policies which create better homes and neighbourhoods that meet or exceed national standards</i>	Continue to progress development of a Local Plan	Publication of a Regulation 18 consultation in May 2022.  Publication of a Regulation 19 version in Spring 2023.  Adoption of the Local Plan in Summer 2024.	The Local Plan & New Communities team, involving others in the Council as appropriate.	Portfolio Holder for Planning, Stansted Airport, Infrastructure Strategy and the Local Plan  Director of Planning
<b><u>Comment:</u></b>				

<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>d. Work with partners and stakeholders to deliver new sports, play and community facilities</i>	Run the large Sports Grant programme for 22/23	Publicise availability of grant and encourage applications by April 22  Grants Committee to recommend to Cabinet by June 22  Cabinet decision by July 22	£150,000 funding allocated for 22/23  Communities Team	Portfolio Holder for Sport, Leisure and the Arts  Assistant Director for Housing, Health and Communities
	Develop policies through the Local Plan process	Regulation 18 consultation in May 22  Regulation 19 publication period in Spring 23  Adoption of the Local Plan in Summer 2024	Within existing resources	Portfolio Holder for Planning, Stansted Airport, Infrastructure Strategy and the Local Plan  Director of Planning
<b><u>Comment:</u></b>				
<b><i>3. Secure greater benefits for our community from new development</i></b>				
<i>a. Implement the Community Infrastructure Levy along with s106 to deliver strategic community projects and greater local benefit from development</i>	Restart development of CIL and associated draft charging schedule.	Publication of CIL and a draft charging schedule for consultation in Spring 2023.  Adoption of CIL and associated charging schedule alongside the Local Plan in Summer 2024.	The Local Plan & New Communities team, involving others in the Council as appropriate.	Portfolio Holder for Planning, Stansted Airport, Infrastructure Strategy and the Local Plan

<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>
				Director of Planning
<b>Comment:</b>				
<i>b. Increase the transparency of the Section-106 Agreement process and councillor engagement</i>	Deliver the Section 106 pathway of the East of England Local Government Association (EELGA) Planning review report	<p>The production of Section 106 Obligations Guidance, covering matters related to contributions, community engagement and guidance around stewardship, following consultation to be adopted as SDP by Autumn 22</p> <p>Set up EXACOM database for the monitoring and management of Section 106s including public interface to allow public scrutiny. By October 22</p>	<p>The Local Plan &amp; New Communities team, involving others in the Council as appropriate.</p> <p>Development Manager, Section 106 Enforcement &amp; Monitoring Officer. Budget of £22,000 approx secured for external consultants to input data, and to secure upgrade to software</p>	<p>Portfolio Holder for Planning, Stansted Airport, Infrastructure Strategy and the Local Plan</p> <p>Director of Planning</p>
<b>Comment:</b>				
<i>c. Ensure that strong Planning Enforcement holds developers to account</i>	Deliver the Planning Enforcement pathway of the EELGA Report, including IDOX and web improvements	<p>Improved use of IDOX system, including automatically generated correspondence to customers, parish councils and other interested parties by December 22.</p> <p>Review of web content to aid customer enquiries and customer knowledge by December 22.</p>	Within existing resources	<p>Portfolio Holder for Planning, Stansted Airport, Infrastructure Strategy and the Local Plan</p> <p>Director of Planning</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>
<b><u>Comment:</u></b>				
<i>d. Require developers to be considerate of the communities in which they build</i>	Increase the use of Construction Management Plans through planning conditions	Consideration of a Construction Management Plan, including requirement for pre-engagement with community, on all sensitive sites in 22/23.	Within existing resources	Portfolio Holder for Planning, Stansted Airport, Infrastructure Strategy and the Local Plan  Director of Planning
<b><u>Comment:</u></b>				
<b>4. Work with the airport on issues of concern to communities</b>				
<i>a. Seek a reduction in night flights</i>	Make comments on the night flights consultation for the post-October 2025 regime	Make comments to appropriate consultations. Night flights consultation is due in 2023.	The Local Plan & New Communities team, involving others in the Council as appropriate.	Portfolio Holder for Planning, Stansted Airport, Infrastructure Strategy and the Local Plan  Director of Planning
<b><u>Comment:</u></b>				

<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. Implement programmes to reduce airport related village fly-parking</i>	Car Park Review to be carried out with specified objective to include airport related fly parking.	<p>Car Park Strategy to include agreed recommendations and action plan.</p> <p>Consultant to be appointed in March 22. Final report expected to be received September 22, definite date to be confirmed once consultant has been appointed. Action plan to be produced and presented to members late autumn.</p>	NEPP (Parking Partnership) is providing up to £80,000 to support the review.	<p>Portfolio Holder for Planning, Stansted Airport, Infrastructure Strategy and the Local Plan</p> <p>Portfolio Holder for the Economy, Investment and Corporate Strategy</p> <p>Assistant Director of Resources</p> <p>Director of Planning</p>
<b><u>Comment:</u></b>				
<i>c. Work to secure investment in sustainable transport to and from airport, including for local workers</i>	Working through the airport transport forum, the Local Plan and appropriate planning permissions.	Investment secured through s106 funding, bids to government and other sources to support sustainable transport to and from airport, including for local workers. The measures to be implemented will be developed through the transport forum and/or match any details from the planning permission.	The Local Plan & New Communities team and Development Management.	<p>Portfolio Holder for Planning, Stansted Airport, Infrastructure Strategy and the Local Plan</p> <p>Director of Planning</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>
<b><u>Comment:</u></b>				
<b>5. Nurture employment and retail areas to create jobs and retain businesses</b>				
<p><i>a. Protect and grow our town centres as economic hubs</i></p>	<p><i>A three-year Economic Recovery Plan Delivery Plan (ERPDP) is in place, with 2022/23 being the second year. The activities in this section emanate from that plan.</i></p> <p>Development of Town Centre Masterplans, working with the Local Plan Team and other stakeholders including businesses in town and village centres and the North Essex Economic Board (NEEB), in which Uttlesford has both member and officer participation.</p> <p>Active participation in the Essex and Herts Digital Innovation Zone and the Special Interest Group for the High Streets.</p>	<p>Commence work on establishing collective vision and developing a strategy and action plan by March 23</p> <p>Ongoing publicity of support and advice available through <a href="http://www.uttlesford.gov.uk/business">www.uttlesford.gov.uk/business</a>, regular business e-newsletters and social media to end of March 23.</p> <p>Continued working with NEEB on developing, identifying and promoting joint initiatives to support local businesses to end of March 23.</p> <p>Car Park review carried out and report to be presented to members in late Autumn 22 on the recommendations and actions identified.</p>	<p>£1m has been allocated to the plan, spend has been profiled equally over the life of the plan.</p> <p>NEPP (Parking Partnership) is providing up to £80,000 to support the Car Park review.</p> <p>Economic Development Team</p>	<p>Portfolio Holder for the Economy, Investment and Corporate Strategy</p> <p>Assistant Director of Resources</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>
		<p>Discussions with NEPP/ECC regarding On Street parking recommendations following review.</p> <p>Develop a Car Parking Strategy to support the vitality of the town centres, following agreed adoption of recommendations and action plan by March 23</p>		
<i>b. Increase tourist spend</i>	<p>Continue to promote new Tourism website Discover Uttlesford and the Dscvr app launched for Discover Saffron Walden, Discover Dunmow, Discover Thaxted and Discover Stansted.</p> <p>Work with Visit Essex to use their website to promote tourism in Uttlesford. Saffron Walden Town Council and the Tourist Information Centre will support the promotion of the whole district.</p>	<p>Website was launched in March 22.</p> <p>An extensive marketing campaign will link to the website and apps, continuing throughout 22/23.</p> <p>Continued updates to Uttlesford Business website and business e-letter</p>	<p>£1m has been allocated to the plan, spend has been profiled equally over the life of the plan.</p> <p>Economic Development Team</p>	<p>Portfolio Holder for the Economy, Investment and Corporate Strategy</p> <p>Assistant Director of Resources</p>
<i>c. Support the creation of amenities that stimulate and facilitates local businesses, such as enterprise zones, business parks, office blocks,</i>	<p>Provide business start-up advice and sign posting to relevant agencies/ initiatives.</p>	<p>Promote NEEB Business Start-Up project, to end of November 22.</p> <p>Review start-up information on Uttlesford business website to ensure it remains up to date</p>	<p>£1m has been allocated to the plan, spend has been profiled equally over the life of the plan.</p> <p>Economic Development Team</p>	<p>Portfolio Holder for the Economy, Investment and Corporate Strategy</p> <p>Assistant Director of Resources</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>industrial areas, and start-up hubs</i>	<p>Update Business Start-up Guide</p> <p>Continue to support business networks in the district to enable them to provide high quality information and advice to their members</p>	<p>Business Start-Up Guide was produced and distributed during 21/22. This will be updated as necessary during 22/23.</p> <p>Regular contact with organisations including Saffron Walden Business Improvement District, Stansted Airport Chamber of Commerce and Great Dunmow Town Team and Stansted Business Forum.</p>		
<i>d. Support the expansion and promotion of key relevant employment sectors for the district</i>	<p>Promote Discretionary Business Rates Relief Scheme to support business to expand and grow and encourage inward investment, by offering up to two-year discounts to move into the district.</p> <p>Continue to foster close working relationships with the BEST Growth hub (Businesses in Essex, Southend and Thurrock) and other business support agencies to provide advice, guidance and access to other initiatives for existing businesses.</p>	<p>Policy has been updated ahead of 22/23 and this will be promoted on our website and other social media channels</p> <p>Continued close working relationships with other organisations</p> <p>Continued attendance at quarterly BEST steering group meetings, receiving performance reports on engagement with district businesses</p>	<p>£1m has been allocated to the plan, spend has been profiled equally over the life of the plan.</p> <p>Economic Development Team</p>	<p>Portfolio Holder for the Economy, Investment and Corporate Strategy</p> <p>Assistant Director of Resources</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>e. Work with partners to promote the economic opportunities of the London - Cambridge Innovation Corridor, Stansted Airport and our main transport corridors</i>	Continue to work with Innovation Core, which comprises five local authorities (Uttlesford, Harlow, Epping, Broxbourne and East Herts).	Continue to attend meetings where appropriate. This provides a resource which focuses on inward investment for all participating member authorities.	£1m has been allocated to the plan, spend has been profiled equally over the life of the plan.  Economic Development Team	Portfolio Holder for the Economy, Investment and Corporate Strategy  Assistant Director of Resources
<i>f. Work with the airport to increase local airport-based employment opportunities</i>	Identify and engage with appropriate representatives at Stansted Airport/Manchester Airport Group in order to ascertain what support the district council can provide	Contact made with Stansted/MAG and appropriate support identified by December 22	£1m has been allocated to the plan, spend has been profiled equally over the life of the plan.  Economic Development Team	Portfolio Holder for the Economy, Investment and Corporate Strategy  Assistant Director of Resources
<b><u>Comment:</u></b>				
<b>6. Enforce good business standards in our district</b>				
<i>a. Make sure that businesses and trades in our district meet the national standards and licensing required of them</i>	Regulatory standards are applied, and enforced where necessary, in accordance with the enforcement policy.  This will include:  A risk-based food hygiene premises inspection programme delivered in	Monitored Via PIs Premises will be visited at the frequency prescribed by the food Standards Agency.	Within existing resources	Portfolio Holder for Council and Public Services  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>
	<p>accordance with the Food Standards Agency (FSA) codes of practice</p> <p>Health and safety interventions triggered by specific local intelligence and/or with regard to the national code as published by the HSE</p> <p>Licences issued in accordance with licensing objectives. Enforcement action will be taken as appropriate to ensure licensing standards and conditions are met</p> <p>All statutory notifications eg RIDDOR reports or complaints about alleged poor practice/conditions will be considered, responded to within three days and followed up with an investigation as appropriate</p>	<p>Performance reported to Licensing and Environmental Health (L&amp;EH) Committee. Also reported via annual return to FSA</p> <p>Monitored internally and performance reported to L&amp;EH Committee. Also reported via annual return to HSE</p> <p>Statutory timeframes are adhered to. Monitored internally and performance reported to L&amp;EH Committee.</p> <p>Monitored internally and performance reported to L&amp;EH Committee. Also reported via annual return to HSE</p>		

**Comment:**

## Active place maker for our Towns and Villages

We Will:	Activities	Outputs/Milestones	Resources	Lead CM/ Officer
<b>7. Deliver more affordable homes and protect those in need in our district</b>				
<p><i>a. Increase the number of affordable homes delivered and different tenure options including social renting</i></p>	<p>Monitor progress on the Housing Strategy Action Plan and supporting policies that details how the Council will develop, acquire and enable the supply of affordable housing</p> <p>Adopt a new Housing Revenue Account (HRA) Business Plan that confirms the capacity of borrowing through the HRA for the delivery of new council housing (including use of commuted sums, Right to Buy (RTB) receipts, loans and innovative funding models)</p> <p>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>Update Housing Strategy action plan by December 22. Monitor and progress actions throughout the year</p> <p>New HRA Business Plan adopted by October 22. Delivery of 27 new council homes in 22/23. Progress 64 new homes to planning permission stage in 22/23 and if approved secure agreement on funding and commence building sites out.</p> <p>Continue to identify opportunities for further provision. Including opportunities on Section 106 sites. This forms part of the business as usual of the Housing and Planning Services</p>	<p>Within existing resources and with appropriate borrowing through the HRA</p>	<p>Portfolio Holder for Housing and Health</p> <p>Assistant Director of Housing, Health and Communities</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>
	<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>Any available HE Grant funding applied for as applicable for qualifying schemes</p>		
<b><u>Comment:</u></b>				
<i>b. Refurbish our existing council homes to sustainable standards when required</i>	<p>Continue to work with Uttlesford Norse on estate renewal and regeneration programmes whilst reducing the carbon footprint of those homes. Improve home energy efficiency across the Council's housing stock</p>	<p>Completion of stock condition survey data by March 2023</p>	<p>Within existing resources</p>	<p>Portfolio Holder for Housing and Health</p> <p>Assistant Director of Housing, Health and Communities</p>
<b><u>Comment:</u></b>				
<i>c. Reduce the number of empty homes</i>	<p>Develop an Empty Homes Policy</p>	<p>New Empty Homes Policy Strategy adopted by July 22</p>	<p>Within existing resources</p>	<p>Portfolio Holder for Housing and Health</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>
				Assistant Director of Housing, Health and Communities
<b><u>Comment:</u></b>				
<i>d. Ensure that landlords maintain high quality private sector housing conditions</i>	<p>Review assistance available for landlords, including empty property owners</p> <p>Support UDC private sector housing landlords by delivering an annual landlord forum</p> <p>Ensure that private rented properties are compliant with the Energy Efficiency (Private Rented Property) Regulations minimum energy efficiency standards (MEES)</p>	<p>Revision of Housing Renewals Assistance Policy, to be adopted by July 22</p> <p>Deliver annual landlord forum by February 23</p> <p>Cross reference 25% of existing tenancy deposit scheme data with EPC records and respond to non-compliance in accordance with the Council's Enforcement Policy – to be completed by March 23</p>	Within existing resources	<p>Portfolio Holder for Housing and Health</p> <p>Assistant Director of Housing, Health and Communities</p>
<b><u>Comment:</u></b>				
<i>e. Ensure that services to protect vulnerable women and men who live in our</i>	Fulfil tier 2 authority duty to cooperate as set out in Domestic Abuse Act 2021.	Continue to fund a domestic abuse housing practitioner in partnership with Next Chapter, the commissioned DA service for the district. The number of clients helped and referred to	External grant funding	Portfolio Holder for Housing and Health

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>
<i>district are accessible and appropriate</i>	Ensure that the Domestic Abuse Policy reflects recent changes in legislation	<p>other services will be monitored internally and reported to the Children and Families board. To March 23</p> <p>Enhance the Sanctuary Housing scheme where appropriate to allow victims to remain in their own properties to March 23</p> <p>Deliver workshops within schools addressing healthy relationships in both secondary and primary settings to March 23</p> <p>Update J9 training both internally and for external partners. Numbers trained will be monitored internally to March 23</p> <p>New Domestic Abuse Policy implemented by July 22</p>	<p>External grant funding</p> <p>Communities Team Existing resources</p> <p>Communities team Existing resources</p> <p>Communities Team</p>	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>
a. Work with partners, including the voluntary sector, to improve the general quality of life for residents, including for residents that experience social isolation, poor mental health, obesity, addiction and dementia	<p>Refresh of service offer of the community response hub in line with identified needs of the community.</p> <p>Implement financial support for voluntary sector and local groups.</p> <p>Be an active partner with the Primary Care Networks (PCNs) in the North and South of the District. Population health management work with PCNs will help to identify residents who would benefit from targeted, proactive support.</p>	<p>Updated service offer communicated to residents. Monitoring of service uptake through data base and figures reported back to Cabinet. by March 2023</p> <p>Grants awarded and projects completed. Quarterly reports received internally, and information is fed back to Cabinet through the portfolio holder report by March 2023</p> <p>The overarching population health management project is GP led with timescales outside the control of UDC. It is expected that the data analysis will be completed and projects identified during 22/23. Progress and outcomes will be reported through the Health and Wellbeing Board.</p>	<p>Communities Team and external partners</p> <p>Support is provided to the voluntary sector through the extensive grants programme, within existing resources</p> <p>Existing resources</p>	<p>Portfolio Holder for Housing and Health</p> <p>Portfolio Holder for Communities, Youth, Public Safety, Emergency Planning and liaison with the Policy and Fire &amp; Rescue Service</p> <p>Assistant Director of Housing, Health and Communities</p>
<b><u>Comment:</u></b>				
<i>b. Continue to be an active partner of the Health and Wellbeing Partnership, to promote healthy lifestyles</i>	<p>Deliver recommendations of the Uttlesford Health and Wellbeing Strategy</p> <p>Five Key recommendations of the strategy: Combatting loneliness and Social Isolation</p>	<p>Identified recommendations of the Uttlesford Health and Wellbeing Strategy implemented. This will be monitored through the Health and Wellbeing Board action plan</p>	<p>Within existing resources</p>	<p>Portfolio Holder for Housing and Health</p> <p>Assistant Director of Housing, Health and Communities</p>

**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>
	<p>Supporting people to age well                      Enabling people to eat well and be active                      Alleviating winter pressures and fuel poverty                      Planning for healthy communities</p> <p>Development of a new Health and Wellbeing strategy.</p>	<p>New Health and Wellbeing strategy implemented by September2022</p>		

**Comment:**

## Corporate Plan - Delivery Plan 2022/23

***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>				Portfolio Holder for Environment and Green Issues  Assistant Director of Environmental Services
<b><u>Comment:</u></b>				
<i>b. Drive policies to deliver low carbon buildings</i>	Develop appropriate policies in the emerging Local Plan. Develop a Supplementary Planning Document (SPD) to provide further guidance on the climate change policies in the Local Plan.	Regulation 18 consultation in May 22.  Regulation 19 publication period in Spring 23.  Adoption of the Local Plan in Summer 2024.  Publication of the SPD for consultation during 22/23 followed by adoption of the SPD in Summer 2024.	Within existing resources	Portfolio Holder for Environment and Green Issues  Director of Planning
<b><u>Comment:</u></b>				

<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>c. Improve average energy efficiency of Council housing stock</i>	Review the HRA business plan, ensuring this is included	Measurable improvement in energy efficiency of housing stock.  Details to be included in the HRA business plan to be developed by Sept 22	Within existing resources and subject to Business Energy and Industrial Strategy grants	Portfolio Holder for Housing and Health  Assistant Director of Housing, Health and Communities
<b><u>Comment:</u></b>				
<i>d. Increase the number of trees in the district (and protect existing trees).</i>	Work with parishes to identify land available for tree planting.	Trees planted subject to land becoming available/ being put forward.	Within existing resources allocated within Climate Budget.	Portfolio Holder for Environment and Green Issues  Assistant Director of Environmental Services
<b><u>Comment:</u></b>				
<i>e. Oppose a second runway at Stansted Airport</i>	Respond to appropriate consultations.	Respond to appropriate consultations as per the timescales on the consultations.	Within existing resources - Local Plan & New Communities Team, involving others as appropriate.	Portfolio Holder for Planning, Stansted Airport, Infrastructure Strategy and the Local Plan  Director of Planning
<b><u>Comment:</u></b>				

Progressive Custodian of our Rural Environment				
We Will:	Activities	Outputs/Milestones	Resources	Lead Member
<i>f. Set a Net Zero Carbon goal for the Council and implement supporting policies</i>	Complete the Fleet Replacement Strategy	Review of draft strategy by Energy Saving Trust (EST) in April 23. Completion of strategy is dependent on feedback from EST, timescales currently unknown.	Within existing resources allocated within Climate Budget	Portfolio Holder for Environment and Green Issues
	Complete energy efficiency review of the estate	Completed energy efficiency review by March 23		Portfolio Holder for Finance and Budget
	Model growth of district and associated increases in carbon emissions from Council operations	Modelling complete by March 23 (work linked to Spatial Strategy of Local Plan)		Assistant Director of Environmental Services
	Provide options to Council on pathways to Net Zero	Options to be presented to council by March 23		
<b><u>Comment:</u></b>				

<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>g. Increase walking, cycling and sustainable transport</i>	<p>Develop appropriate policies in the emerging Local Plan.</p> <p>Map the results of the active travel survey and seek projects that can be brought forward outside the Local Plan.</p> <p>Produce a Local Walking and Cycling Infrastructure Plan</p>	<p>Increases in people walking, cycling and using sustainable transport such that there is a measurable difference by the 2031 census.</p> <p>Results reported by June 22</p> <p>Plan commissioned by June 22</p> <p>Draft plan available by March 23</p>	<p>Within existing resources</p> <p>Within existing resources allocated within climate budget</p>	<p>Portfolio Holder for Planning &amp; the Local Plan</p> <p>Portfolio Holder for Environment and Green Issues</p> <p>Director of Planning</p> <p>Assistant Director of Environmental Services</p>
<b><u>Comment:</u></b>				
<i>h. Recognise the district's 'greenest' businesses and developers</i>	<p>Uttlesford Business Awards to be held with categories specifically for the "greenest" businesses and developers.</p>	<p>Awards scheme to be developed during 22/23</p>	<p>Economic Development Team</p>	<p>Portfolio Holder for the Economy, Investment and Corporate Strategy</p> <p>Assistant Director of Resources</p>
<b><u>Comment:</u></b>				

Progressive Custodian of our Rural Environment				
We Will:	Activities	Outputs/Milestones	Resources	Lead Member
<b>2. Conserve our natural resources</b>				
<i>a. Implement and enforce policies that protect water and reduce energy consumption</i>	Develop appropriate policies in the emerging Local Plan. Following their adoption, implement and enforce these policies.	Regulation 18 consultation in May 22.  Regulation 19 publication period in Spring 23.  Adoption of the Local Plan in Summer 2024.  Implementation and enforcement milestones to be developed after the content of the policies is known.	Within existing resources	Portfolio Holder for Planning & the Local Plan  Director of Planning
<b><u>Comment:</u></b>				
<i>b. Drive programmes that increase biodiversity</i>	Map the results of the biodiversity study to seek projects that can be brought forward outside the Local Plan.	Map of biodiversity projects for short, medium and long-term delivery. The estimated completion date for this falls outside the 22/23 year, in June 23  Regulation 18 consultation in May 22	From existing resources within climate budget and Local Plan Budget.	Portfolio Holder for Environment and Green Issues  Portfolio Holder for Planning & the Local Plan  Assistant Director of Environmental Services  Director of Planning

<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>
	<p>Develop an ambitious policy in the Local Plan on Biodiversity Net Gain</p> <p>Work with ECC and neighbouring authorities to create a Nature Recovery Network.</p>	<p>Regulation 19 publication period in Spring 23</p> <p>Adoption of the Local Plan in Summer 2024</p> <p>ECC is designated as Lead Authority on this project; the timelines are currently unknown and beyond UDC control</p>		
<b><u>Comment:</u></b>				
<i>c. Support local energy production initiatives</i>	Provide support to community energy production initiatives as appropriate should they come forward.	Outputs dependent on number and types of initiatives	Support from existing resources within climate budget	<p>Portfolio Holder for Environment and Green Issues</p> <p>Assistant Director of Environmental Services</p>
<b><u>Comment:</u></b>				
<i>d. Implement programmes to reduce single-use plastics</i>				<p>Portfolio Holder for Environment and Green Issues</p> <p>Assistant Director of Environmental Services</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>
<b><u>Comment:</u></b>				
e. Work to reduce per-capita landfill in the district				Portfolio Holder for Environment and Green Issues  Assistant Director of Environmental Services
<b><u>Comment:</u></b>				
<b><i>3. Protect and enhance our rural character and heritage</i></b>				
<i>a. Meet or exceed national standards for open and green spaces</i>	Develop appropriate policies in the emerging Local Plan.	Adopt policies that meet or exceed national standards for open and green spaces as per the timescales for the Local Plan	Within existing resources	Portfolio Holder for Planning and the Local Plan  Director of Planning
<b><u>Comment:</u></b>				
<i>b. Encourage positive planning that values and protects our heritage</i>	Explore a programme with Historic England for capacity building within parish and town councils to deliver proactive work either through Neighbourhood Plans,	Quarterly meetings with Historic England during 22/23  Programme in place by March 23	Within existing resources	Portfolio Holder for Planning and the Local Plan  Director of Planning

<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>
	Conservation area Character Appraisals or bespoke Article 4 Directions			
<b><u>Comment:</u></b>				
<i>c. Work with others to increase access to the heritage and history of our district</i>	<p>Promote new tourism website Discover Uttlesford alongside individual apps Discover Saffron Walden, Discover Dunmow, Discover Thaxted and Discover Stansted.</p> <p>Submit Development Phase application to National Lottery Heritage Fund for phase 2 of Saffron Walden Museum's long-term development plan</p>	<p>The website is being launched in March 22.</p> <p>An extensive marketing campaign will link to the website and individual apps, beginning in March and continuing throughout 22/23</p> <p>Close working with Visit Essex and Saffron Walden Tourist Information Centre using their websites to promote tourism in Uttlesford.</p> <p>Submission of grant application documents by June 22</p> <p>Development phase to commence if application successful (NHLF minimum assessment period is 12 weeks)</p>	<p>Within existing resources</p> <p>Grant submission process is within existing resources</p>	<p>Portfolio Holder for Sport, Leisure and the Arts</p> <p>Assistant Director Resources</p> <p>Assistant Director of Corporate Services</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>
<b><u>Comment:</u></b>				
<i>d. Work with our rural partners and developers to maintain habitat and wildlife corridors</i>				Portfolio Holder for Environment and Green Issues  Assistant Director of Environmental Services
<b><u>Comment:</u></b>				
<i>e. Target littering and fly-tipping</i>	Deploy the fly tipping surveillance camera across know fly tipping hotspots  Take action to reduce littering from vehicles	Monthly deployment  Engage in one enforcement patrol per calendar month	Within existing resources  Resources will be required to fund the penalty service software, although this should be covered from the civil penalty receipts	Portfolio Holder for Environment and Green Issues  Assistant Director of Environmental Services
<b><u>Comment:</u></b>				
<b>4. Take strong action on dealing with pollution</b>				
<i>a. Increase air quality monitoring across the district</i>	Using an additional 36 diffusion tubes monitor NO2 concentrations at school locations	Installation of tubes and monthly collection of data	Within existing resources	Portfolio Holder for Environment and Green Issues

<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>
	Publish annual Air Quality report	Publication of Air Quality Report by December 22		Assistant Director of Housing, Health and Communities
<b><u>Comment:</u></b>				
<i>b. Deliver reductions in pollution at identified problem areas</i>	<p>Identify problem areas through ongoing air quality monitoring</p> <p>Where required, develop a planned response with partners including Essex Highways to mitigate against areas of poor air quality</p> <p>Promote air quality awareness through the Clean Air Day (CAD) initiative</p>	<p>Ongoing monthly assessment of air quality data</p> <p>Review approach following the publication of the Air Quality Report in Q3 22/23</p> <p>Deliver CAD initiatives within the district – Clean Air Day is 16 June 2022</p>	Within existing resources	<p>Portfolio Holder for Environment and Green Issues</p> <p>Assistant Director of Housing, Health and Communities</p>
<b><u>Comment:</u></b>				

## Corporate Plan - Delivery Plan 2022/23

### ***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>	<p>Through the Local Highways Panel, continue to work with Essex County Council (ECC) to ensure highways matters remain a high priority</p> <p>Promotion of links to services and responsibilities of ECC along with reporting mechanisms for potholes, footpaths, pavements and streetlight repairs</p>	<p>Attendance at quarterly Highways Panel meetings</p> <p>Dissemination of all relevant ECC information to the public throughout 22/23</p>	<p>£200,000 match funding for highways schemes in 22/23</p> <p>Within existing resources</p>	<p>Portfolio Holder for Planning, Stansted Airport, Infrastructure Strategy and the Local Plan</p> <p>Chief Executive</p> <p>Portfolio Holder for Council and Public Services</p> <p>Assistant Director of Corporate Services</p>
<b><u>Comment:</u></b>				
<i>b. Work with ECC and communities to develop the highway improvement schemes we need</i>	<p>Include appropriate requirements in the emerging Local Plan. Develop appropriate bids for external funding.</p>	<p>Appropriate requirements included in the emerging Local Plan in May 2022 and Spring 2023. Appropriate bids for external funding secured as per government timescales.</p> <p>Attendance at quarterly Highways Panel meetings</p>	<p>Local Plan &amp; New Communities Team, involving others as appropriate.</p> <p>£200,000 match funding for highways schemes in 22/23</p>	<p>Portfolio Holder for Planning, Stansted Airport, Infrastructure Strategy and the Local Plan</p> <p>Director of Planning</p> <p>Chief Executive</p>

<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>
	Continue to work with Essex Highways through the Local Highways Panel	Identification of appropriate highways schemes to fund in the district		
<b><u>Comment:</u></b>				
<i>c. Hold ECC to account to deliver what they promise</i>	Continue to utilise access points into Essex County Council to ensure Uttlesford's voice is heard.	Attendance at relevant meetings including, but not limited to monthly Essex Leaders and Chief Executive meetings and the quarterly Local Highways Panel.	Within existing resources	Leader  Chief Executive
	Continue to press ECC to respond to planning consultations, including Highways and Education matters, within the statutory timeframes	Work closely with ECC officers to make them aware of large schemes coming forward.	Within existing resources	Portfolio Holder for Planning, Stansted Airport, Infrastructure Strategy and the Local Plan  Director of Planning
<b><u>Comment:</u></b>				
<i>d. Promote and support sustainable transport initiatives, such as bus, rapid transport and rail upgrades</i>	Include appropriate requirements in the emerging Local Plan.	Appropriate requirements included in the emerging Local Plan in May 2022 and Spring 2023.	Local Plan & New Communities Team, involving others as appropriate.	Portfolio Holder for Planning, Stansted Airport, Infrastructure Strategy and the Local Plan  Director of Planning
<b><u>Comment:</u></b>				

<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>e. Lobby Highways England to improve the capacity and safety of the M11</i>	Make representations to appropriate consultations and forums.	Capacity and safety improvements to the M11 funding secured and delivered to Highways England's timescales.	Local Plan & New Communities Team, involving others as appropriate.	Portfolio Holder for Planning, Stansted Airport, Infrastructure Strategy and the Local Plan  Director of Planning
<b><u>Comment:</u></b>				
f. Work with ECC and hold them to account to deliver rural superfast broadband in our district	Continue to monitor the rollout of superfast broadband through the Gigaclear contract managed by Essex County Council. The rollout of superfast broadband is due to complete 30 September 2022.	Essex is working with Gigaclear to monitor the remedial plan and negotiations are ongoing regarding the delivery of all the remaining properties which are either financially constrained (too expensive to reach) or restricted by wayleaves. UDC Officers attend fortnightly progress meetings with Gigaclear and ECC.	£500,000 allocated for UDC contribution to Superfast Broadband project (Gigaclear) £100,000 to support other superfast broadband initiatives	Portfolio Holder for Planning, Stansted Airport, Infrastructure Strategy and the Local Plan  Assistant Director of Resources
<b><u>Comment:</u></b>				
<b><i>2. Support our students, schools and libraries</i></b>				
<i>a. Conduct a wholesale review of school transport to understand the gap in</i>	Make appropriate representations to Essex County Council	Response from Essex County Council regarding plans for school transport	Within existing resources	Portfolio Holder for Planning, Stansted Airport, Infrastructure Strategy and the Local Plan

<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>provision of what ECC provides</i>				
<b>Comment:</b>				
<i>b. Ensure that developer contributions are collected for ECC to provide our local school and Early Years places</i>	Continue to collect developer contributions, where appropriate, in line with ECC education formula requirements.	All appropriate developer contributions collected	Within existing resources	Portfolio Holder for Planning, Stansted Airport, Infrastructure Strategy and the Local Plan  Interim Director of Planning
<b>Comment:</b>				
<i>c. Create and support new services inside our libraries to increase their viability</i>	A full residents' survey will be commissioned and delivered to inform the Blueprint Uttlesford project in areas such as customer interaction and channel preferences. From this, the council will be able to assess demand for customer service delivery through one or more Uttlesford libraries	Residents' survey conducted and reported by the end of Spring 2022.	Blueprint Uttlesford project team and Transformation Reserve – estimated cost of survey work is £15,000	Portfolio Holder for Council and Public Services  Chief Executive
<b>Comment:</b>				
<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>	Production of an annual strategic assessment to complement the Fire, Police and Crime Commissioner's vision for Essex. This Strategic Assessment will focus on local data to ensure that safe and	Strategic assessment produced in April 22. This will inform and revise the priorities for the Community Safety Partnership action plan,	Within existing resources	Portfolio Holder for Communities Youth, Public Safety, Emergency Planning and liaison with the Police and Fire & Rescue Service  Assistant Director for Housing and Environmental Health

**Champion for our District**

We Will:	Activities	Outputs/Milestones	Resources	Lead Cabinet Member
	secure communities are at the forefront of the partnership work.	which will be produced concurrently.		

**Comment:**

<p><i>b. Continue to be an active partner of the Community Safety Partnership</i></p>	<p>Work is undertaken with partner agencies within the Community Safety Partnership to reduce and prevent crime and anti-social behaviour</p> <p>Partnership action plan to be produced to identify projects that will address the fear of crime and reduce the risk of crime and anti-social behaviour</p> <p>Engage with partners to deliver Public Space Protection Orders to deal with</p>	<p>Partnership action plan produced in line with the strategic assessment in April 22</p> <p>Submit appropriate bids to funding streams to help achieve priorities throughout 22/23.</p> <p>Produce an engagement plan that informs how the CSP will engage with communities to understand better the safety needs and concerns of the district by June 2022</p> <p>Preventative projects delivered to address emerging themes to include Crucial Crew and "rural projects by March 2023</p>	<p>Communities Team</p> <p>Community Safety Partnership</p> <p>Environmental Health Team – within existing resources</p>	<p>Portfolio Holder for Communities Youth, Public Safety, Emergency Planning and liaison with the Police and Fire &amp; Rescue Service</p> <p>Assistant Director of Housing, Health and Communities</p>
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<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>
	anti-social behaviour within the district	Consult on proposed orders by June 22 and adopt new orders across the district by September 22		
<b><u>Comment:</u></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>	Work to continue with the West Essex and Herts Integrated Care Systems (ICS) through the Health Inequalities Board and the One Health Care Partnership Board	Support health partners to establish a place-based approach to delivery of health services by July 22.  Contribute to ICS health inequalities programme and deliver appropriate projects aligned to priorities by March 23.	Communities Team	Portfolio Holder for Housing and Health  Assistant Director of Housing, Health and Communities
<b><u>Comment:</u></b>				
<i>b. Work to secure Addenbrookes, The Princess Alexandra Harlow, and Mid-Essex hospitals as our recognised local hospital providers</i>	These hospitals are our recognised local hospital providers. Continue with programme of regular meetings with NHS representatives, such as the West Essex Clinical Commissioning Group, about healthcare provision for the district.	Meetings attended. Any matters of concern would be reported through the Health and Wellbeing Board.	Within existing resources	Portfolio Holder for Communities Youth, Public Safety, Emergency Planning and liaison with the Police and Fire & Rescue Service  Assistant Director of Housing, Health and Communities

Champion for our District				
We Will:	Activities	Outputs/Milestones	Resources	Lead Cabinet Member
<b><u>Comment:</u></b>				
<i>c. Deliver programmes to support our ageing population</i>	Review of community services to meet the needs of the residents including older people	<p>Day centres fully opened in Thaxted, Stansted and Great Dunmow from April 2022</p> <p>Consultation with Thaxted Community as to the use of the building June 2022</p> <p>Continuation of the strength and balance classes across the district to end of March 2023</p>	Communities Team	<p>Portfolio Holder for Council and Public Services</p> <p>Assistant Director of Housing, Health and Communities</p>
<b><u>Comment:</u></b>				

**Committee:** Scrutiny

**Date:**

**Title:** Scrutiny Work Plan 2022/23

21 March 2022

**Report Author:** Richard Auty  
Assistant Director – Corporate Services

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## Summary

1. The Scrutiny Committee needs to establish its work programme for its final year of the current four-year cycle.
2. This report presents the work programme as it stands and the Committee is invited to consider how it wishes to complete the plan, taking on board the advice outlined in this report.

## Recommendations

3. The committee establishes its approach to completing the 22/23 work programme as per paragraphs 14 to 17 below.

## Financial Implications

4. None.

## 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	Committee members are encouraged to collaborate with each other and with officers to complete the 22/23 work programme
Community Safety	None
Equalities	None
Health and Safety	None
Human Rights/Legal Implications	None

Sustainability	None
Ward-specific impacts	None
Workforce/Workplace	None

## Situation

7. In 2019/20, the first year of the current Scrutiny Committee, the work programme comprised in large part topics relating to Planning, which were of the utmost importance among many members, both of the committee and outside it. Due to this, it was not necessary to undertake a formal work planning process as the committee's work programme was quickly filled with these items.
8. The Scrutiny Committee did not have a formal work programme in place for 2020/21 due mainly to the impact of the Covid-19 pandemic on resources as the council had to deal with the emergency response and maintain normal council business as far as possible. The committee managed its business well during this very difficult time, although unsurprisingly several work streams were slow to progress.
9. For 2021/22 a two-stage work planning process was put in place, which followed advice from the Centre for Governance and Scrutiny. All members of the committee were asked to take part in this process which involved developing topic ideas and then assessing them on relative importance. However, engagement from committee was limited so it is not proposed to run this process again.
10. The committee is about enter its final year of the four-year cycle and it would be beneficial to ensure workstreams are as far as possible neatly tied up by the end of the 2022/23 year. A new Scrutiny Committee will have its own ideas and priorities and experience has shown that outstanding work from the previous committee is often not carried forward.
11. Therefore committee members are asked to carefully consider what they wish to achieve in the forthcoming year, ensuring a proportionate approach given the pressures on the council and the one-year timescale.
12. Excluding Local Plan-specific meetings, which as per the previous years will be timetabled separately, the Scrutiny Committee is scheduled to meet six times in 2022/23. It is likely the committee may wish to continue its monitoring of certain existing workstreams during 2022/23 and these have therefore been included in the draft timetable at Appendix A. As in previous years, the first meeting of the next calendar year (usually beginning of February, this time end of January) is reserved for corporate plan and budget matters.
13. Members will be aware that a report on the Stansted Airport appeal review is due to be presented to the committee during the year. This has not been timetabled yet because of the on-going cost negotiations. At the appropriate

time it will either be added to one of the existing meetings or an extraordinary meeting will be held to consider it.

14. It is important to leave some degree of flexibility in the programme for matters that may arise during the year, although it must be remembered that Scrutiny should not, and does not have the capacity to, take on every request it receives.
15. The draft work programme therefore currently only includes existing topics. Although it is up to the committee to set its own work plan, it must do so with appropriate guidance and advice from senior officers, and the committee needs to decide how to achieve this.
16. The committee can either discuss and agree at this 21 March meeting or delegate responsibility to a smaller number of committee members, which should include the Chair, to work with the Assistant Director of Corporate Services and other senior officers to complete the work programme outside the meeting and bring the results back to the next meeting of the committee in May.
17. This latter approach is the one recommended to the committee. The committee should be aware that, taking all of the above into account, it is only looking to develop probably only one or two additional topics for 2022/23 and may even decide that it does not for now wish to add anything further to the programme in order to see how matters such as the Blueprint Uttlesford transformation programme develop in the coming few months.

## Risk Analysis

18.

Risk	Likelihood	Impact	Mitigating actions
The committee does not develop an effective work programme	1 – the committee will be offered appropriate advice and guidance	3 – the committee would not bring added value to the council's work	Discussions between members and officers on an appropriate work programme for the final year of the cycle are being offered

1 = Little or no risk or impact

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

3 = Significant risk or impact – action required

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

Scrutiny Work Programme 2022/23

<b>26 May 2022</b>	<b>16 June 2022</b>	<b>22 September 2022</b>	<b>17 November 2022</b>	<b>31 January 2023</b>	<b>2 March 2023</b>
Climate Crisis Action Plan – progress report (deferred from March 2022)		Planning Service Review – progress report		Corporate Plan	Corporate Plan Delivery Plan 2023/24
Scrutiny Annual Report 2021/22		Economic Development Recovery Plan mid-year review		Medium Term Financial Strategy and 2023/24 Budget	Economic Development Plan end of year review
2022/23 work programme		Climate Crisis Action Plan mid-year review			Climate Crisis Action Plan end of year review